

Agenda Item	4
Report No	RIT/01/22

HIGHLAND COUNCIL

Committee: Recovery, Improvement and Transformation Board

Date: 28 February 2022

Report Title: Improvement and Transformation Programme 2021-2022 Update

Report By: Executive Chief Officer – Communities & Place

1. Purpose/Executive Summary

- 1.1 This report provides the latest update of the progress for each of the 9 Transformation Programme projects and the associated 21 workstreams including progress against the cashable benefits target for 21/22 of £9.18m.
- 1.2 This report enables Members to have the opportunity to review the whole programme, supporting the RITB's remit to monitor, evaluate and report on progress across the programme on behalf of The Highland Council. Members will be aware that each of nine projects individually report to their respective Strategic Committees and Redesign Board in accordance with the agreed Improvement and Transformation Programme governance.

2. Recommendations

- 2.1 Members are asked to:
- i. Consider the latest progress on the Council's Improvement and Transformation Programme Projects.
 - ii. Note the latest progress in respect of the 21/22 forecasted cashable benefits.
 - iii. Consider any recommendation or observations to Council in respect of progress on the Council's Improvement and Transformation Programme and associated actions.
 - iv. Note the inclusion of a High-level Risk and Issues summary table – section 8.
 - v. Note the activity and support provided by the PMO

3. Implications

- 3.1 **Resource:** The portfolio of projects identified to take forward the fundamental Improvement and Transformational change led by Strategic Committees and the Redesign Board will support the delivery of existing savings and the Council's approach to medium term financial planning. Against a predicted spend in 21/22 of £2.25M, and an overall predicted spend of £3.68M over two years, (some projects will be up to 24 months in duration), it is targeted to deliver £9.18M of cashable benefits in 21/22 contributing to the overall £18.65M of savings, efficiencies, cost mitigation and cost avoidance for the entirety of the Programme. Forecasted approved spend remains within budget and is subject to rigorous officer governance led by staff in the Transformation Service.
- 3.2 **Legal:** While there are no presenting legal implications arising from this report, Sponsors will seek legal advice and take appropriate actions as required and individual projects are progressed.
- 3.3 **Community (Equality, Poverty and Rural):** All the Improvement and Transformation workstreams will embed our equalities and Fairer Scotland duties. This will include undertaking impact assessments to inform proposals and decisions which will be informed by continuous engagement with partners and communities.
- 3.4 **Climate Change:** Understanding the links to the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 and the associated Climate Change projects included in the Improvement and Transformation Programme and across the Council are imperative. These links are regularly discussed, and the interdependencies highlighted through the Programme Management Office (PMO) via Programme Co-ordination and Assurance activity such as direct engagement with project teams, PMO monthly drop-in sessions and ever-expanding use of Microsoft (MS) Teams communication channels within the projects and programme. A demonstration of the Transformation Hub and MS Teams application for managing the Transformation Programme will be provided for Members at today's RITB.
- 3.5 **Risk:** There remain some challenges associated with COVID that can mean that resources may be required to be redirected to maintain day-to-day service delivery. The PMO, working closely with Sponsors maintain, monitor and report via a Programme Risk Register. The PMO will also continue to liaise with Corporate Audit & Performance in order to cross-reference programme risks with the Corporate Risk Register. The PMO also maintains regular contact with Project Managers, Project Leads and Sponsors, to provide overall Programme Assurance through regular assessment.

For convenience a summary of Risks & Issues classified as "High" is provided at Section 8 of this report. Each project has its own risk register, and these are reflected in the individual updates at Appendices 1-9 of this report. Good project management practice such as maintaining project risk registers enable project teams and Sponsors to regular assess all risks including mitigation as part of their regular project updates and progress monitoring.

This in turn supports Strategic Committees and Redesign Board supported by designated Member/Officer working groups to work closely with respective Sponsors to deliver their respective projects.

3.6 **Gaelic:** There are no specific Gaelic implications arising from this report. Opportunities to promote and enhance Gaelic will be identified across a number of the workstreams.

4. Background

4.1 As reported to the Board on 29 November 2021, the Transformation Programme portfolio of projects are all progressing through their delivery stages.

4.2 Members are advised that The Council continues to deliver this extensive programme against a backdrop of evolving context regarding Covid-19 and the various challenges it presents. Members are reminded that this Programme is being delivered via a Programme Management Office (PMO) and a summary of PMO development, support and activity over the last 12 months is provided at section 10

5. Improvement and Transformation Programme

The remainder of this report provides an update on the Council's Improvement and Transformation Programme as shown below:

- Recruitment Update - Section 6
- Projects Progress – Section 7 and Appendices 1-9
- Projects High Risk/Issues summary table - Section 8
- Cashable Benefits Update – Section 9
- PMO activity summary – Section 10
- Improvement and Transformation Programme – Future Projects – Section 11

6. Recruitment

6.1 As reported in November 2021, recruitment to the projects is largely complete and the 39 staff associated with the programme were in place as of late Autumn 2021.

6.2 In relation to the Asset Rationalisation Project one of the 2fte project managers has recently moved to another post in the Council. The project board have reviewed their position and the vacant PM post will be readvertised during February and an appointment made as soon as possible.

6.3 In regard of the Adult Social Care Project, the recently vacated programme manager post which is part funded by the Transformation fund. There are discussions with NHS Highland in relation to the programme and the Joint Monitoring Committee will be considering options for this post and will advise in due course through the Health & Social Care Strategic Committee reporting.

7 Project Progress

7.1 The PMO staff continue to support Sponsors, including supporting a *tailored* and proportionate approach to project management and associated documentation. This is in recognition of the requirement to afford Sponsors and Leads the flexibility to deliver on their projects without unnecessary administrative burden, in an efficient way.

7.2 Progress against each of the 9 projects continues to be monitored by the PMO, with assurance provided by the PMO and Officer Recovery, Improvement and Transformation (ORIT) on behalf of the Recovery, Improvement and Transformation Board. Reflective of the significant size of these projects, each contain a number of projects/workstreams within themselves. Collectively, they comprise the Council's Improvement and Transformation Programme and a summary highlight report is available for each of the nine projects in appendices 1 to 9 as shown in the table below

7.3

Project	Appendix	Projects / Workstreams / Portfolio
Economy	1	<ul style="list-style-type: none"> • Growth Investment • Planning
Asset Rationalisation & New Ways of Working	2	<ul style="list-style-type: none"> • Asset Rationalisation • New Ways of Working
Service Redesign	3	<ul style="list-style-type: none"> • Senior Leadership restructure • Service restructure
Digital Transformation	4	<ul style="list-style-type: none"> • Connected Customers • Digitise records (modernise workplace) • Microsoft Cloud Navigator
Social Care	5	<ul style="list-style-type: none"> • Adult Social Care • Placement Services
Climate Change	6	<ul style="list-style-type: none"> • Development of low carbonheat strategies • Decarbonisation of Council's fleet • Food Growing strategy / <i>Growing our future</i>
Waste	7	<ul style="list-style-type: none"> • Waste Strategy • Route Optimisation
Roads & Transport	8	<ul style="list-style-type: none"> • Highland Road Improvement Strategy • Schools Transport Review
Procurement and Contracts Management	9	<ul style="list-style-type: none"> • Procurement • Contracts Management

7.4 Each Highlight report provides an update on progress in the following format:

- Activity undertaken this reporting period (1 December 21 – 31 March 22)
- Risks and Issues
- Planned activity in the next reporting period (1 April 22 to 30 June 22)
- Benefits Update (Cashable & non-cashable)

7.5 Reporting progress of projects to Strategic Committees and Redesign Board also continues to be undertaken. This enables the Strategic Committees and Redesign Board to deliver their respective Transformation Projects. The RITB will continue to provide strategic oversight and co-ordination for the Programme including monitoring, evaluation and reporting to the Highland Council on overall progress.

8 Project Risks

- 8.1 The table below provides Members with a summary of the Projects under the Programme which have identified and assessed Risks/Issues (based on impact and Likelihood) with a status of 'High' and details what mitigations are in place. Details of other Projects Risks can be found in the relevant Project Progress Update (See Appendices).

Project	Risk Detail	Mitigation	Risk Status as at 29 Nov 21	Risk Status as at 28 Feb 22
Asset Rationalisation (AR)	The full budget savings target may not be achieved in full or on time (AR)	An exception plan has been developed and discussed with project embedded Redesign Members. AR options continue to be raised with the Redesign Board and Council. Options will place an emphasis on leased properties. The risk remains pertinent to the savings timeline and not to the target revenue saving. A report to full Council 10 March 2022 will seek formal approval to progress asset rationalisation options, which will enable a new timeline to be set against the budget savings, which will be presented to the RITB in June 2022.	High	High
Social Care – Placement Services	Financial: continued risk that the number of children requiring to be looked after and accommodated continues to increase	Only x1 child went Out of Area in Quarter 3 but this budget overall remains under some pressure. Practice model being reviewed as part of re-design. We continue to develop financially beneficial alternatives that meet the needs of these children within the Highland area, which will be reported HSC&W Committee.	High	High

	<p>Prevalence of County Lines/Child Exploitation increased in last 18 months with our LAC children/residential units being targeted.</p>	<p>Suite of suggested measures being developed via the Child Protection Committee (CPC) to apply for funding to support workers of young people being exploited and to offer direct support to children and families. Initial findings will be reported to HS&CW Committee in June 2022.</p>	High	High
	<p>Some residential services in-area are struggling with a variety of staffing issues which can influence children going out of area.</p>	<p>Formal review has begun by external manager regarding this, aligned to the practice model. It is anticipated that the review process will be completed towards the end of March 2022.</p>	High	High
Waste – Waste Strategy	<p>Government policy unknowns – review of role of EfW in waste hierarchy and need for new capacity in Scotland; plus, direction awaited on future tax regimes, off-setting emissions requirements, and changes to EfW requirements, e.g., pre-treatment, and application of carbon capture and storage technology</p>	<p>The Scottish Government has issued a call for evidence for its review of the role of energy-from-waste operations within the Scottish waste hierarchy. Replies are to be submitted by 21st February 2022. Highland Council will study the call for evidence document and prepare a submission. Scottish Ministers are due to receive a review report by Easter 2022.</p> <p>Carbon emissions off-setting requirements are not yet known, and it may be 12-24 months before they are. Highland Council, (through its Climate Change Team) has regular contact with Scottish Government to maintain awareness of carbon emissions off-setting policy development. Once this</p>	High	High

		becomes clear it will be shared within THC to enable appropriate actions.		
	Fort William Waste Transfer Station (WTS) – securing a suitable site agreement to lease the preferred land is taking time. Site is also likely to require potentially costly remediation. Planning, procurement and construction processes to follow thereafter.	Initial ground investigation data report has been analysed. Additional, site-specific detail will be sought from the landlord and an investigation of the rubble stockpiles intended, as the next steps in understanding the remediation task. Remediation investigations likely to continue until mid-2022. Regular contact with landlord’s agent to secure suitable lease agreement. Specification of the waste transfer station will be based on the facility constructed in Aviemore. Second choice site identified, but other impacts. Optional contract extension to current waste management arrangements secured to 30/06/23.	High	High
	Capital allocated may be insufficient for both waste transfer stations. Impact on wider capital programme.	Risk reported to Communities and Place Committee of 10/11/21. The Inverness waste transfer station is under construction - its financial position is monitored by the Waste Strategy Project Board. Funding for the Fort William waste transfer station to be reviewed once the site remediation studies are concluded (circa mid-2022). Any unbudgeted costs will require governance through Corporate Resources Committee or in any capital	High	High













		reporting to Council.		
School Transport Review	Delivery of the financial elements of the project because of the on-going pressures on the public transport sector because of the pandemic	Very significant increases in tender prices received. No award for some contracts under DPS mini competition; retender of some Skye routes currently in evaluation phase. Contract awards in Lochaber completed. A full report on the School Transport project is the subject of a separate agenda item at today's (28 Feb 22) RITB.	High	High




9. Cashable Benefits Update 21/22

9.1 The table shown at 9.2 summarises those Improvement and Transformation Projects planned to deliver cashable benefits in 21/22. Members are reminded that the forecasted benefits exclude:

- external funding to support the Council's Economic Development Strategy
- opportunities to deliver the maximum share for Highland from funds such as the Infrastructure Investment Fund or the Shared Prosperity Fund
- the release of capital value
- the reduction in/removal of significant future year revenue budget liabilities including repairs & maintenance, insurance and non-domestic rates
- the creation of a more effective estate which can help deliver better
- more streamlined business outcomes
- the reduction in carbon emissions and greater energy efficiency
- the modernised information management and data security
- bringing external funding in to support low carbon and cost saving projects (principally around fleet decarbonisation).

9.2

Project	Cashable Benefits target for 21/22 (£M)	Forecast as November 21	Forecast as at February 22
Asset Rationalisation	0.250		
Service Redesign	4.350		
Digital Transformation	0.254		
Social Care – ASC	3.000		
Social Care – Placement Services	0.875		
Procurement & Contracts Management	0.450		
Total	9.179		

9.3 The forecasts at table 9.2 show projects on target (Green ). A project indicated as ‘some slippage’ (Amber ) indicates some risk that the target may be not achieved. A project indicated as ‘no significant progress’ (Red ) indicates a major risk that the target would not be met in 21/22. Comments are provided below for the Asset Rationalisation Project ragged as RED and Adult Social Care ragged AMBER(with further detail also shown within the respective appendices).

- In relation “Asset Rationalisation”, reported as Red. The project has a revenue savings target of £250K for 21/22 and £1 million overall. The potential assets identified for review and rationalisation are not currently sufficient to meet the full budgeted target. An exception plan will result in an additional batch of asset rationalisation target properties being generated each quarter for approval at Council. These will continue until the £1 million target is achieved. An initial priority area is towards all remaining properties which are leased.
- In regard of Social Care – ASC. Previously amber, now green as reported to the Health & Social Care Committee on 10 Feb 2022, to date over £2.983m has been delivered against the year 1 target of £3m. Further verbal reporting at that committee, confirmed that the savings have now been met and with the addition of a further £309K of identified savings to be delivered in the remaining months of the financial year, there is a high degree of confidence that the savings target for year 1 will be exceeded, total £3.2m.

10. Summary of PMO Activity

10.1 As reported on the 29 November the PMO continues to work with Project Managers, Leads and Sponsors to support the overall delivery of this Programme. This work includes facilitating the provision of updates on their projects for this Board, providing project-based research, running the monthly PMO drop-in and Business Analyst Network, both of which are co-ordinated by the PMO to enable project management staff to make linkages and connections with other projects, share knowledge and good practice and be kept up to date on other aspects of the Transformation Programme overall.

10.2 In this reporting period, research requests have been a combination of both comparative and exploratory research involving a mix of both desktop research and contacting other councils and external organisations on topics such as climate change

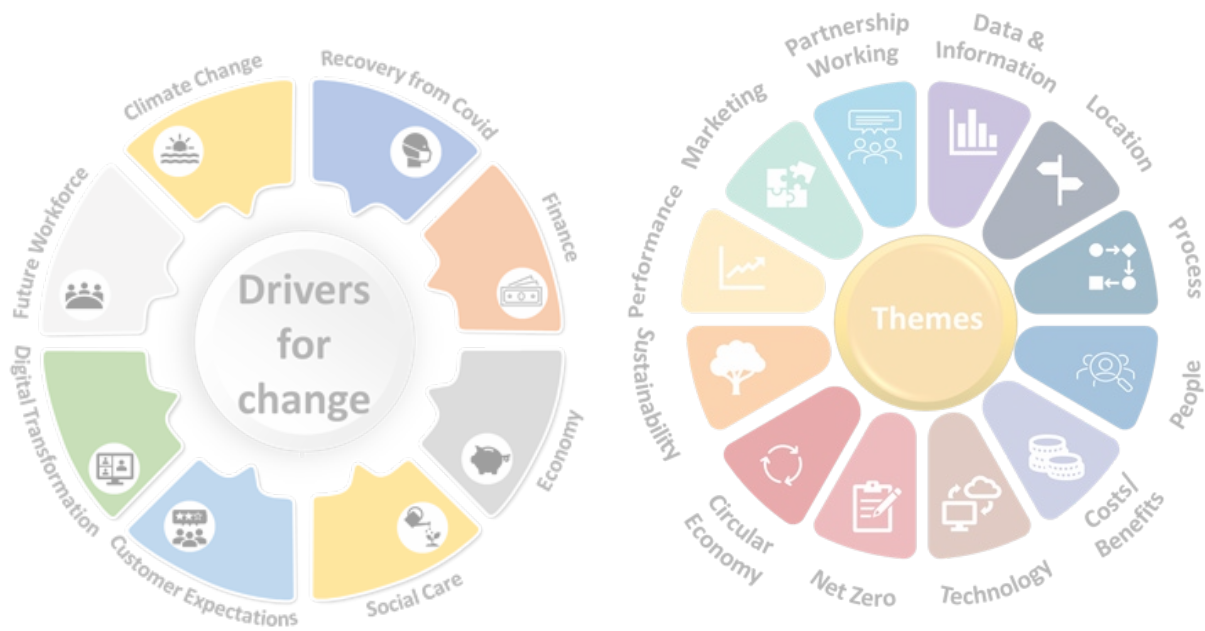
and adaptation, local authority transformation programmes, benchmarking local authority budget and savings and customer experience. Feedback from requestors across projects and Services continues to be very positive.

- 10.3 Work has also been ongoing to develop the Transformation Hub as part of our ongoing approach to promote the Transformation Programme and effective management of business change. The Hub is now accessible via the [Transformation Service intranet](#) page. To further promote the site, the PMO Business Team has undertaken demos of the Transformation Hub and its integration with MS Teams to various services and teams across the Council. The demos have also been part of the PMOs approach to offer support and guidance to teams across the council who wish to set up a similar solution and has enabled knowledge sharing and peer learning across the organisation. A demonstration of the Transformation Hub and MS Teams in the project space is provided at today's RITB.
- 10.4 In January 2022, the PMO offered and delivered Project Management training to all staff who are involved in Transformation Programme projects and also regularly attend the PMO drop-in. Based on Prince 2 principles, the session was delivered by the Programme Manager over two days via MS Teams and was well received by all who attended. The PMO plans to build on the learning and development of project management staff by developing a more formal PM Induction and offering further targeted sessions on topics such as risk management, benefits planning and use of project documentation such as writing a business case or Project Initiation Document.
- 10.5 In the next reporting period, the PMO will be expanding the range of service it offers with a particular focus aspects of project management such as Benefits Realisation and Lessons Learned. This work will involve developing approaches to provide practical help and assistance to project teams in identifying, monitoring and realising benefits and identification, documentation, and practical application of Lessons Learned. This practical help and assistance will be further complemented through the availability of associated information and guidance that will be able on Lessons Learned and Benefits pages on the Transformation Hub. Other planned work also includes looking at how staff can easily access Transformation and Business Change services.

11. Future Projects

- 11.1 As reported to the RITB 29 Nov 21, the intention was to hold staff workshops to gather new Transformational ideas and continue to build on the existing Transformation Programme. Led by the respective Services and facilitated by the Transformation Service and HR, staff workshops have taken place. The workshops were attended by staff of varying grades across Services and a specific workshop was held in respect of Climate Change.
- 11.2 The facilitated workshops were well attended and supported by Heads of Service and the staff looked at options for potential Transformation projects. In discussion staff focussed on drivers for change and themes as illustrated at figure 1 below. At the end of each workshop staff produced outline potential business cases (OBC) for consideration.

Figure 1 – Themes & Drivers for Change



11.3 Following the workshops, in depth appraisals of the OBCs including a PESTLE analysis were undertaken. Follow up sessions with Services then took place in recognition of the need for robust business cases and these potential ideas are being considered for inclusion in future Transformation Programme initiatives.

Designation: Executive Chief Officer – Communities & Place

Authors:

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Date: 7 February 2022

Appendices - Summary

Project	Appendix	Projects / Workstreams / Portfolio
<u>Economy</u>	1	<ul style="list-style-type: none"> • <u>Growth Investment Planning</u>
<u>Asset Rationalisation & New Ways of Working</u>	2	<ul style="list-style-type: none"> • <u>Asset Rationalisation</u> • <u>New Ways of Working</u>
<u>Service Redesign</u>	3	<ul style="list-style-type: none"> • <u>Senior Leadership restructure</u> • <u>Service restructure</u>
<u>Digital Transformation</u>	4	<ul style="list-style-type: none"> • <u>Connected Customers</u> • <u>Digitise records (modernise workplace)</u> • <u>Microsoft Cloud Navigator</u>
<u>Social Care</u>	5	<ul style="list-style-type: none"> • <u>Adult Social Care</u> • <u>Placement Services</u>
<u>Climate Change</u>	6	<ul style="list-style-type: none"> • <u>Development of low carbon heat strategies</u> • <u>Decarbonisation of Council's fleet</u> • <u>Food Growing strategy/<i>Growing our future</i></u>
<u>Waste</u>	7	<ul style="list-style-type: none"> • <u>Waste Strategy</u> • <u>Route Optimisation</u>
<u>Roads & Transport</u>	8	<ul style="list-style-type: none"> • <u>Highland Road Improvement Strategy</u> • <u>Schools Transport Review</u>
<u>Procurement and Contracts Management</u>	9	<ul style="list-style-type: none"> • <u>Procurement</u> • <u>Contracts Management</u>

A1 **Appendix 1 - Economy**

Sponsor - ECO Infrastructure & Economy

A1.1 This project aims to address the challenges of dealing with economic recovery and the opportunities that will come from the investment into the Economic Prosperity Fund set out above, further transformation in the Council’s economic development teams will bring significant benefits.

A1.2 **Growth Investment**

The project includes a new post, for up to 24 months, of Growth Investment Manager to identify and attract additional public and private sector investment to the Highlands.

Activity Undertaken this Reporting Period (1 December 21 – 31 March 22)

Activity	Status No significant progress Some Slippage On track Completed	RAG ● ● ● ●	Notes
Appointment of Programme Manager (Growth Investment)	Some Slippage	●	An internal appointment has been made and the successful candidate will start once backfill arrangements are in place. In the meantime, the Head of Development & Regeneration is continuing work to take new projects forward.
Levelling up bid for Lochaber/Skye/Wester Ross	On track	●	Proposals for individual projects in this area are currently being worked up – They will continue to be worked on until the submission date to be provided by UK Government (possibly the end of May 22)
Resubmission for levelling up bids for Caithness/NC500	On track	●	Both the Caithness and NC500 bids were unsuccessful - a feedback meeting was held on 13th December at which the UK government outlined their assessment of the bids. Whilst the bids were not successful both bids passed the gateway criteria and the UK government encouraged the council to resubmit the bids at the next round. The initial bid for Caithness/NC500 is being re-worked based on advice and

			guidance received from UK Government on 13 th December and will be resubmitted the Spring (possibly end of May 22 but exact timescale to be confirmed by UK Government)
Inverness Levelling up Bid	On track	●	This £20m bid has been successful for zero carbon initiatives – Post inception meeting was held with UK Government in December and project management update submitted extending expenditure profile to March 2025. Draft revised MOU was received from UK Government on 3 February 22 and is with Finance and Legal for comment.
Levelling Up Fund project boards to be set up	On track	●	Programme Investment Manager will be working to set up project boards by 30 th March 2022.
Consultants will be appointed	On track	●	Procurement of consultants (Architects, Engineers, Surveyors) will be undertaken in February and will be completed by the end 30 th March 2022

A1.3 Key Issues, Risks and Mitigation

Item Description	Category (Risk or Issue)	Status (29 Nov Update) (High, Medium or Low)	Status (28 Feb 22) (High, Medium or Low)	Mitigation (Please provide some narrative on what action is being taken to mitigate any Risks or address Issues)
Levelling up bids potentially being unsuccessful (Caithness and Lochaber/Skye Bid)	Risk	High	Medium	Both the Caithness and NC500 bids were unsuccessful - a feedback meeting was held on 13 th December at which the UK government outlined their assessment of the bids. Whilst the bids were not successful both bids passed the gateway criteria, and the UK government encouraged the council to resubmit the bids at the next round.

Levelling up bid for Inverness becoming unachievable due to either cost/ deliverability issues	Risk	Medium	Medium	Initial studies are being carried out to determine deliverability and are due to be completed and received back by March 22. The governance boards are being finalised for all three projects and project management being put in place to deliver the projects at castle street, Bught park and Northern Meeting Park.

A1.4 Planned Activity in the next Reporting Period (1 April 22 – 30 June 22)

Activity Name/description	Target Date	Notes
Resubmission for levelling up bids for Caithness/NC500	May 2022	It is anticipated that the next round and the opportunity resubmit will be at the end of May 2022 but this date is to be confirmed by UK Government.
Submission of Levelling up Bid for Lochaber/Skye/Wester Ross	May 2022	It is anticipated that the next round and the opportunity resubmit will be at the end of May 2022 but this date is to be confirmed by UK Government.
Taking forward successful Inverness Bids to outline design stage	June 2022	Consultants will carry out initial feasibility studies and undertake community and stakeholder consultation.

A1.5 Benefits Update (Cashable and Non-cashable)

Benefit description	Status	RAG	Notes
	No significant progress Some Slippage On track Completed	● ● ● ●	
Inverness levelling up bid successful	On track	●	£20 million UK govt investment in three zero carbon projects in Inverness.

A1.5 Planning Monitoring Officer

This project will provide a dedicated point of contact for developers to support economic recovery and development. For time critical “major” projects it is necessary for a developer to discharge/purify planning conditions either prior to the development commencing or prior to the site becoming operational. In both cases these are significant developments with critical timelines and large financial outlays where any delays can be costly. The value for the applicant /developers is that they would have a dedicated point of contact to coordinate, review and discharge the relevant conditions. The appointment of a dedicated officer, for up to 24 months, is to provide a post-planning determination that would offer a value-added service and generate income for the Council.

A1.6 Activities undertaken this reporting period (1 December 21 – 31 March 2022)

Activity	Status No significant progress Some Slippage On track Completed	RAG ● ● ● ●	Notes
Delivery of framework monitoring proposals for all major developments	On track	●	Work commenced and has been completed on the initial projects of Stratton Farm, Tornagrain and Inverness Airport Business Park. As and when new major applications are permitted a condition monitoring protocol will be set up.
Restoration bond monitoring review	Some Slippage	●	Work commenced in late November 2021 following cross service meeting. Given the significant amount of restoration guarantees to review, it is now anticipated that it will be complete by end of March 2022. This has been expanded out to include production of guidance on bond requirements to be shared with developers via the website.
Modifications to pre-application advice to ensure awareness is raised of our value-added services	On track	●	This is ongoing work where all pre-application advice packs issued through our pre-application advice service for major developments will highlight the opportunity to use our value-added services and the benefits of the project.
Monitoring and Enforcement of landscaping proposals	On track	●	A Programme of monitoring of compliance with landscaping proposals has been commenced focusing initially on recently completed developments. This will be an ongoing piece of work with a robust monitoring framework being put in place.

A1.7 Key Issues, Risks and Mitigation

Item Description	Category (Risk or Issue)	Status (29 Nov Update) (High, Medium or Low)	Status (28 Feb 22) (High, Medium or Low)	Mitigation (Please provide some narrative on what action is being taken to mitigate any Risks or address Issues)
Lack of projects being brought forward through the satisfaction of conditions service - Less funds being secured through this workstream	Risk	Low	Low	Continued promotion of the service through a range of channels, including with industry bodies.
Lack of projects being brought forward through the priority determination process - Less funds being secured through this workstream	Risk	Low	Low	Continued promotion of the service through a range of channels, including with industry bodies.
Significant demand for both / either of the priority services and inability to deliver against targets	Risk	Medium	Medium	Active workload monitoring is taking place to ensure that appropriate resources are available to provide the services and where resource capacity is being breached a waiting list will be put in place.
Lack of external consultee buy in for both / either of the priority services and inability to deliver against targets	Risk	Low	Low	Communication and collaboration with key external consultees to make them aware of the process and provide early notification of projects likely to utilise the services.

A1.8 Planned Activity in the next Reporting Period (1 April 22 – 30 June 22)

Activity Name/description	Target Date	Notes
Delivery of framework monitoring proposals for all major developments	30 June 2022	This work is ongoing - As and when new major developments are granted planning permission, or consented by Scottish Ministers, new monitoring frameworks will be set up.
Restoration bond monitoring review	30 June 2022	This work is ongoing - Following all relevant information being collated on existing financial guarantees, all developers where guarantees need review or will shortly be expiring or have expired will be contacted by end of March 22 and give a timescale for compliance with related conditions / legal agreements. Once undertaken for this first time a robust process of monitoring of bonds will be put in place by Autumn 2022.
Continued promotion of value-added services via the pre-application advice service and online	30 June 2022	This work is ongoing - Website to be updated to outline all of our value-added services for large scale and locally complex applications in one place
Monitoring and Enforcement of landscaping proposals	30 June 2022	This work is ongoing - Site visits will be undertaken with the recently appointed Principal Enforcement Officer to identify and record breaches of planning control. This will be followed up with clear timescales provided to applicants for compliance with conditions.

A1.9 Benefits Update (Cashable and Non-cashable)

Benefit description	Status	RAG	Notes
	No significant progress Some Slippage On track Completed	● ● ● ●	
Cashable benefit (target income of £230,000 over 2 years)	On track	●	Since the last highlight report two further projects have been taken through the Priority Determination Service bringing the total income through the priority services to £116,947.50 so far this financial year, thus effectively surpassing our first year target of £115,000.

A2 **Appendix 2 - Asset Rationalisation & New Ways of Working (AR/NWoW)**

Sponsor – ECO Property & Housing.

A2.1 This project aims to design and deliver a revised office accommodation estate for the Council, including HLH, reflecting and harnessing new ways of working and improvements in technology. This ambitious and significant project is therefore about introducing new ways of working and delivering a revised accommodation estate which will include repurposing and rationalisation of our existing office accommodation estate. Led by The Redesign Board. Board members form part of the Project Team.

A2.2 **Activities undertaken this reporting period (1 December 21 – 31 March 22)**

Activity	Status No significant progress Some Slippage On track Completed	RAG ● ● ● ●	Notes
Asset Rationalisation - Area based ward engagement	On track	●	Ward engagement took place in Skye during December 21. Feedback has been captured and is being used to improve the packaging of property information for further Member engagement.
NWoW-Team engagement	On track	●	Engagement will conclude with each of the Executive Chief Officers and their respective Senior Management Teams to discuss the implementation of the New Ways of Working vision. This will culminate in a working session with all ECO's to discuss common challenges towards fully embedding hybrid models of working.
NWoW - ICT equipment	On track	●	The £1 million investment in ICT equipment, laptops, screens and docking stations will be delivered by July 22. The NWoW team is engaging with the Digital Transformation Project and ICT to identify priority teams for receiving new equipment.
NWoW - Staff	On track	●	The next staff survey is being

Survey			developed and planned for release by 11 th March 22. Questions will permit comparative trend analysis with previous results to capture changing attitudes towards NWoW .
NWoW - Office returns	On track	●	Scottish Government Guidance relating to the Omicron variant is likely to be reduced during February 22. Updated guidance will be released to office-based workers in advance of the return.
Asset Rationalisation - Depot review	Some Slippage	●	The condition surveys of depots and stores were due to be finalised during Jan 22. Due to Covid related absences with the contracted supplier there is a slight delay with expected delivery of results, now expected by end of February 22.
Asset Rationalisation - Approval of AR target properties	On track	●	AR options were discussed at the Redesign Board on 18 th February. A report to full Council 10 March 2022 will seek formal approval to progress asset rationalisation options.
Asset Rationalisation - Completion of AR Batch 1 Executive Progress Summary Reports	Completed	●	Executive progress summary reports were completed for the first batch of AR properties on 23 rd Dec 2021 (as approved at Council Committee on 10 th Dec 2021).
Asset Rationalisation - Completion of AR Batch 1 Outline Business Cases	On track	●	Outline Business Cases (OBC) due to be completed for the first batch of AR properties by 11 th February 2022. OBCs will indicate a number of high-level options for each property. Options will be further assessed to identify which will require additional resource (such as property, legal or estates). Further engagement with services, internal/external stakeholders and Members will take place as appropriate.

A2.3 Key Issues Risks and Mitigation

Item Description	Category (Risk or Issue)	Status (29 Nov Update) (High, Medium or Low)	Status (28 Feb 22) (High, Medium or Low)	Mitigation (Please provide some narrative on what action is being taken to mitigate any Risks or address Issues)
Initial Office Returns: Controls for returning to office working may not be fully covered without RPO coverage in place at all 9 Hub offices (NWoW)	Risk	Medium	Medium	Full coverage was not in place prior to the pandemic. Issues with the current policy have arisen in relation to role appointments. A review of the RPO policy commenced during February 2022 with a planned completion by 31 August 22. Owner – Finlay MacDonald
Initial Office Returns: Short notice changes of Scottish Government Announcements (NWoW)	Risk	Medium	Medium	The project team has prepared for numerous scenarios and will be able to react quickly to any further tightening or easing of restrictions. Owner – Mark Rodgers
Initial Office Returns: Initial returns result in/migrate to previous ways of working (NWoW)	Risk	Medium	Medium	The Executive Team and full Council have committed to the adoption of a dynamic model of working. Engagement has commenced with Service Leadership Team to discuss practical steps towards the implementation of the New Ways of Working vision. Owner – Mark Rodgers

<p>The full budget savings target may not be achieved in full or on time (AR)</p>	<p>Risk</p>	<p>High</p>	<p>High</p>	<p>An exception plan has been developed and discussed with project embedded Redesign Members. AR options continue to be raised with the Redesign Board and Council. Options will place an emphasis on leased properties. The risk remains pertinent to the savings timeline and not to the target revenue saving. A report to full Council 10 March 2022 will seek formal approval to progress asset rationalisation options, which will enable a new timeline to be set against the budget savings, which will be presented to the RITB in June 2022. Owner – Mark Rodgers</p>
<p>Property data gaps may impede decision making (AR)</p>	<p>Risk</p>	<p>Medium</p>	<p>Medium</p>	<p>External condition surveys will be carried out on properties where further information is required. Surveys will be also be prioritised against properties where data may impact upon usage decisions. All new data sets are being updated into the Concerto asset management system. The property team are working towards the completion of all condition surveys and the population of the Property Performance Framework metrics before 31st December 22.</p>

				Owner – Finlay MacDonald
Carbon Neutral Targets will be difficult to achieve without a high level of rationalisation (AR)	Risk	Medium	Medium	Achieving carbon neutrality by 2040 is a key THC strategic aim. If not achieved the level of penalties will become increasingly unsustainable. The AR and NWoW teams are working closely with the climate team to align objectives and share data. Green investments will cost less over the longer term. Owner – Mark Rodgers
Alignment between strategic projects (NWoW/AR)	Risk	N/A	Medium	Strong interdependencies are evident between the AR and NWoW and climate change projects - (both requiring a high level of rationalisation) which run alongside potential options for the economic redevelopment of Inverness and other areas. It is important that all of these are strategically aligned towards the mutual achievement of objectives. The full adoption of the NWOW vision and principles is necessary to seek beneficial service reductions in floor space that will lead to AR opportunities. A

				<p>lack of adoption of hybrid working is likely to undermine the achievement of AR objectives or reduce the potential to reduce the asset portfolio.</p> <p>Owner – Mark Rodgers</p>
<p>Hybrid Working Model - Office Hubs in respect of building locations and space required are not yet defined which directly impacts AR options appraisal stage</p> <p>(NWoW / AR)</p>	Issue	Medium	Medium	<p>Clarity required on future occupancy capacity of office hubs in order to properly assess AR options for relocating teams from the first tranche of properties</p> <p>Owner – Mark Rodgers</p>

A2.4 Planned Activity in the next Reporting Period (1 April 22 – 30 June 22)

Activity Name/description	Target Date	Notes
NWoW - Analysis of results from the staff survey	29 April 2022	Survey results will be analysed to identify trends over time relating to NWoW.
Asset Rationalisation - Option Appraisals to be undertaken for AR Batch 1 properties agreed at Redesign to be taken forward.	29 April 2022	Option appraisals for each AR property (Batch 1) approved to be undertaken, including engagement with stakeholders, e.g. occupying services (target and receiving properties); Property, Estates, Legal; internal/external stakeholders.
Asset Rationalisation - Completion of AR Strategic Outline Business Cases	20 May 2022	Strategic Outline Business Cases will be prepared for the next batch of AR targets. These provide a high-level breakdown of the options for each AR target property.
NWoW - ICT Equipment prioritisation planning	17 June 2022	In advance of the £1 million investment in ICT equipment (laptops, screens and docking stations), arriving during July 22 a planning timeline will be developed for prioritised deployment. This will be developed in conjunction with the Digital Transformation project and ICT.
NWoW - RPO policy review	31 August 2022	This work is in progress - The current policy will be reviewed to identify a more sustainable approach for the appointment to the role.
Asset Rationalisation – Engagement with ward areas	29 July 2022	All ward areas will be engaged directly to discuss options within the local asset mix. This supplementary process will inform of potential options for consideration as part of Asset Rationalisation.

A2.5 Benefits Update (Cashable and Non-cashable)

Benefit description	Status	RAG	Notes
	No significant progress	●	
	Some Slippage	●	
	On track	●	
	Completed	●	
Asset Rationalisation - Revenue	On track	●	The Redesign Board has identified properties for review and potential rationalisation.

savings - Identified properties for review and rationalisation.			The initial batch of target properties was approved at full Council on 10 th December 21. These have the potential to generate approx. £235,000 of revenue savings and £1.7 million in capital receipts by 2024. For each of the approved properties an Outline Business Case is being developed which will identify options and a recommended course of action.
Asset Rationalisation - Revenue savings – 21/22	No significant progress	●	The project has a revenues savings target of £250K for 21/22 and £1 million total. The potential assets identified for review and rationalisation are not currently sufficient to meet the budgeted target. Subject to approval at 18 February 2022 Redesign Board, the Project will identify all the options (required to achieve a £1 million revenue saving) within a single batch review. This approach would establish an asset timeline and would be the fastest route towards guaranteeing the deliverability of the expected savings profile. An initial priority area is towards all remaining properties which are leased by THC.
NWoW Vision	On track	●	A NWoW vision has been developed to outline a future model of hybrid working. The vision will be released to office-based staff in line with the upcoming return to hybrid working.
NWoW Survey	Completed	●	The detailed analysis of the staff survey conducted during April 21 heavily informed the development of the NWoW vision. The team is playing a leading role in ensuring there is continuity across subsequent surveys to permit comparative trend analysis of changing attitudes towards hybrid working.

A3 Appendix 3 - Service Redesign

Sponsor;- ECO Resources & Finance

A3.1 This project aims to support the transition to the Council's new management structure and re-designed services which will be key to delivering efficiencies, value for money and transformation to adapt to the drivers for change and move forward in a post pandemic environment.

A3.2 On 13 May 21, the Highland Council agreed to a restructure of the Senior Leadership Team to include a Depute Chief Executive and reduce the number of ECOs from 8 to 7 permanent ECO posts.

A3.3 Activities undertaken (this reporting period Sept 21 – December 21)

Activity	Status No significant progress Some Slippage On track Completed	RAG ● ● ● ●	Notes
Recruitment process for Depute Chief Executive, vacant ECO (C & P)	On track	●	<p>The recruitment panel re-convened on two occasions to discuss options.</p> <p>Recruitment panel appointed an Agency to lead on Depute and ECO vacancies including head hunting and assessment centre.</p> <p>New job pack developed by Talent Team New Microsite developed by agency.</p>
Re-advertise Depute Chief Executive & ECO Communities & Place plus Head of Service (Early Years and Primary)	On track	●	<p>Re advertised Depute Chief Executive and recently vacated ECO (communities and place). Closing date 11 Feb 22</p> <p>Interim arrangements have been put in place for deputising duties for the Chief Executive and ECO Communities and Place pending successful appointments by the end of March 22.</p> <p>Head of Education (Early Years & Primary) readvertised, closing date 14 Feb 2021.</p>

Recruitment to remaining Head of Service posts.	On track	●	Recruitment to remaining Head of Service posts anticipated to be complete by end of March 22.
Continue with ongoing restructuring reviews led by respective ECOs supported by Peer reviews.	On track	●	Peer review completed with ECO's and Business Partners in December 21. Strategic lead posts agreed and recruitment process has commenced. Budgets updated to accurately reflect structure.
Union consultation	On track	●	Regular HR consultation on proposed structures below HoS (including Strategic Lead posts) as well as Service-led consultation.
Communication with all stakeholders.	On track	●	HR/Corporate Communications Engagement with Unions Engagement with relevant employees.
Appointment to the Head of Service (Children's Services)	Completed	●	Head of Service takes up post early February 2022.

A3.4

Key Issues, Risks and Mitigation

Item Description	Category (Risk or Issue)	Status (29 Nov Update) (High, Medium or Low)	Status (28 Feb 22) (High, Medium or Low)	Mitigation (Please provide some narrative on what action is being taken to mitigate any Risks or address Issues)
Recruitment to senior post vacancies	Risk	Low	Low	Interim arrangements have been put in place to provide temporary cover for Senior posts.
Engagement with Trade Unions (TUs)	Issue	Low	Low	Hold regular meetings with TUs (Corporate and Service) to ensure issues are being identified and addressed through partnership arrangements with unions.
H&S Implications - Knowledge of the health and safety risks within Services.	Risk	Medium	Low	Senior Executives have attended IOSH training throughout 2021 with final session held in December. Health and Safety issues discussed regularly at SMT and ELT.

A3.5 **Planned Activity in the next Reporting Period (1 April 22 – 30 June 22)**

Activity Name/description	Target Date	Notes
Further restructuring activity where required in Services.	30 Sep 2022	Following conclusion of the Senior Management recruitment process, this work will be taken forward as required.

A3.6 **Benefits Update (Cashable and Non-cashable)**

Benefit description	Status	RAG	Notes
Creating a baseline establishment	No significant progress Some Slippage On track Completed	● ● ● ● ●	Work continues to review budget and align with establishment.

A4 **Appendix 4 - Digital Transformation**
ponsor – ECO Transformation.

A4.1 This project aims to deliver the digital transformation of services and the development of the Council's digital strategy. There are three projects: Connected Customers; Digitising Records and Microsoft Navigator.

A4.2 At a one-off cost of £198k, this project will deliver £254k annual recurring savings and robust business cases to support the Council's Digital Transformation objectives. The project is currently being delivered on-time and within budget.

A4.3 **Activity undertaken this reporting period (1 December 21 – 31 March 22)**

Activity	Status No significant progress Some Slippage On track Completed	RAG ● ● ● ●	Notes
Plan for a Digital Workforce – <ul style="list-style-type: none"> • Survey • Digital Workforce Planning 	On track	●	The analysis of the survey was completed and returned by UHI on the 15 th December. The project team have reviewed insights and presented high level findings to the DT Board. The project is working on a planned approach for survey distribution to the wider audience. The project is collaborating with HR to identify how to effectively link digital workforce planning into the wider workforce plan
<ul style="list-style-type: none"> • Digital Champion Network 	On track	●	The development of a Digital Champions Network within the Highland Council continues. It has been determined that Digital Champions are a key enabler for a digital workforce, digital technology, training, and will help bring about a culture change.
Digital Maturity Assessment	On track	●	Digital Office scheduled to issue first draft of the DMA roadmap, actions, and report for review w/c 21 Feb-22. This will allow the Council and HLH to review initial output.

			<p>The Digital Maturity Assessment started in December with 1:1s followed by focus groups in January. The last interview conducted on 26th January 2022.</p> <p>In total there were: 32 1:1 interviews. Those interviewed were with the CE, ECOs, HOS, and the HLH executive leaders.</p> <p>59 employees participated in 6 focus groups which included 1 group from HLH in the month of January and were completed on the 20 January 2022.</p> <p>Focus groups have included a varied mix of staff from across all services</p> <p>From the results of the interview the Digital Office will be able to inform the Project of the following:</p> <ul style="list-style-type: none"> ○ A clear vision for digital transformation for Council and HLH ○ Identify the current level of maturity & progress since last DMA ○ Insight for digital strategy for Council including HLH ○ Insight for the digital workforce ○ Outline for digital transformation within each service ○ The creation of an annual self-assessment ability where services will be able to measure themselves against the six Audit Scotland characteristics as well as actions identified.
Digital Strategy & Data Strategy	On track	●	Development of the Digital Strategy has commenced with research gathered from other Scottish Councils regarding their approach to their Digital and Data Strategies

			<p>The outline structure for the Digital Strategy has been created taking guidance from the latest Audit Scotland report and in alignment with the National Digital Strategy for Scotland</p> <p>The Digital Office have indicated that they would help with the development of THC Digital and Data Strategy and meetings/discussion are ongoing with them on this subject.</p>
Microsoft	On track	●	<p>2 Ideation sessions have taken place, one in December and one in January with Microsoft & Health & Social Care Team, through Teams, for Social Workers, Support Workers & Business Support representation. The purpose being to identify challenges faced on a daily operational basis and to identify opportunities for digital solutions to improve service delivery.</p> <p>Further detailed workshops will follow with training sessions designed to help staff maximise on the usage of MS Teams</p>
Internal Stakeholders engagement	On track	●	<p>The DT team have now met with over 50 internal stakeholders. Those who we were unable to meet due to their work commitments have been included in the interviews and focus groups held as part of the Digital Maturity Assessment.</p> <p>The Digital Transformation continue</p>

			to build a series of best practice case studies resulting from stakeholder engagement and these will contribute to the development of the Digital Strategy
External Stakeholders & Citizens engagement	On track	●	As part of the overall project the project team continue to nurture relationships with other local councils and organisations. The team have engaged with a wealth of knowledge, gathering insight and key learnings. Regular meetings are held with Aberdeen City Council, HLH and the team continues to work with Digital Office Scotland and Microsoft in gathering information and insight.
Conduct monthly Project board meetings	On track	●	Monthly board meetings are held each month
Prepare and submit report to RITB board	On track	●	The project team prepared their report
Report to Corporate Resources Committee	On track	●	Next report to Corporate Resources due 22 June 2022

A4.4 Key Issues, Risks and Mitigation

Item Description	Category (Risk or Issue)	Status (29 Nov Update) (High, Medium or Low)	Status (28 Feb 22) (High, Medium or Low)	Mitigation (Please provide some narrative on what action is being taken to mitigate any Risks or address Issues)
Plan for a digital Workforce may take longer than planned due to delays in digital survey process	Risk	Medium	Low	The project team and ICT will review the timeline as part of the overall project and ensure this activity stays on track
A risk is that relevant parties may not appreciate the scope; magnitude; and	Risk	Medium	Low	This risk is being considered throughout the project activity

<p>importance of digital transformation and how their role will be critical to creating the right conditions to make digital transformation a success</p>				<p>with awareness and organisational buy in at the heart of the planned digital strategy. The goal being to promote the value and importance of digital transformation; and its potential benefits for Highland citizens, businesses; and other stakeholders; as well as for the Council itself.</p>
<p>ICT are carrying out an Application portfolio review which means that both the DT Project team and ICT are undergoing a review of the HC Technology Systems & contracts</p>	<p>Risk</p>	<p>Low</p>	<p>Low</p>	<p>Ownership of review by ICT Completion, date of review to aim to stay within the original planned DT project timeline of June 2022.</p>
<p>Data Security - As digital transformation will affect the Council's use of personal data about our customers and our staff</p>	<p>Risk</p>	<p>Low</p>	<p>Low</p>	<p>The project team have liaised with P&G team who have reviewed our plan and recommended we stay aware that privacy risks associated with products and projects should be identified and managed through project "risk logs" This has been logged.</p>

A4.5 **Planned Activity in the next Reporting Period (1 April 22 – 30 June 22)**

Activity Name/description	Target Date	Notes
<p>Plan for a Digital Workforce</p> <ul style="list-style-type: none"> • Survey • Digital Workforce plan • Digital Champion network 	<p>May 2022</p>	<p>Distribution of the staff survey outcomes to the wider audience.</p> <p>Produce high level report on Digital Workforce recommendations with integration of findings and proposed plan included in Digital Strategy for THC.</p> <p>Ongoing development of the digital champions network platform and planned approach. Also included as part of the Digital Strategy for THC</p>
<p>Digital Maturity Assessment (DMA)</p>	<p>April 2022</p>	<p>Publication of the DMA report.</p> <p>Findings, action plan and roadmap to be utilised and integrated into the Digital Strategy for THC</p>
<p>Digital Strategy & Data Strategy</p>	<p>June 2022</p>	<p>Completion of THC's Digital and Data Strategies. Working with Digital Office on the development of the digital and data strategies. First Draft to be produced April 2022 with final version presented to Corporate Resources Committee June 2022</p>
<p>Microsoft</p>	<p>June 2022</p>	<p>To continue to develop Microsoft's work with Health and Social care. Continue to identify any further processes where Microsoft can add value across the wider organisation. Commence development of business cases based on findings and opportunities</p>

Internal Stakeholders engagement	June 2022	To continue to engage with stakeholders whenever possible following the Digital Maturity Assessment.
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A4.6 Benefits Update (Cashable and Non-cashable)

Benefit description	Status No significant progress Some Slippage On track Completed	RAG ● ● ● ●	Notes
Annual recurring savings £0.254m	On track	●	This figure has been approved and will be delivered. No further investment is required to achieve this.
Internal & External Stakeholders Engagement	On track	●	This is an opportunity to understand and quantify the needs and requirements of our stakeholders in a digital world. This is an opportunity to truly understand the digital divide and to gauge how best to interact and provide an excellent service, now and in the future.
Digital Maturity Assessment	On track	●	The benefits of undertaking a revised Digital Maturity Assessment will be that it provides the organisation with an accurate measurement (post-covid) of where it sits on the DM scale. From here the team can develop a clear roadmap allowing measurement and monitoring of progress moving forward.
Microsoft	On track	●	Through working with MS the Health & Social Care team will receive help and support in order to improve processes and efficiencies. This process will allow scope for future cost savings and improvement of service.
Staff Survey	On track	●	Value knowledge and measurement will benefit the organisation allowing the team to set out a clear and effective strategy which will deliver further cost savings and efficiencies.
Digital Workforce Plan	On track	●	The staff survey, DMA and Technical review results will help develop the digital workforce plan

			<p>ensuring that the Councils workforce will have the skills, knowledge and culture to pave the way to new ways of working including using new technology. This will in turn benefit the Customers journey and improve how the Council carries out its business.</p>
<p>Technical Review</p>	<p>On track</p>	<p>●</p>	<p>The review being undertaken by ICT will highlight best use of digital technology to build common solutions, that can be reused and shared. How new technologies introduced will affect the workforce such as 'automation' and AI, and the need for more data specialists. This review will create better value for money for Services and the Council as a whole.</p>






A5 **Appendix 5 - Social Care
Sponsor – ECO Health & Social Care.**

A5.1 This project aims to support the review of the NHS partnership and respond to the challenges facing adult social Care and placement services.

A5.2 There are three projects/workstreams within the Social Care project: NHS Partnership Review; Adult Social Care; and Placement Services.

A5.3 The programme is intended to transform services to the benefit of service users. The way this is achieved is by managing a group of related projects to deliver new ways of working and new services (including commissioning) against an agreed end state. The stage of development for each of the projects is shown below. The table below sets out an overview of the current status of projects being developed by the various workstreams.

A5.4 **Activity undertaken this Reporting Period (1 December 21 – 31 March 22)**

Activity	Status No significant progress Some Slippage On track Completed	RAG    	Notes
The identification and delivery of cost efficiencies initiatives for year 1 (21/22)	On track		As reported to the Health & Social Care Committee on 10 Feb 2022, to date over £2.983m has been delivered against the year 1 target of £3m. Further verbal reporting at that committee, confirmed that the savings have now been met and with the addition of a further £309K of identified savings to be delivered in the remaining months of the financial year, there is a high degree of confidence that the savings target for year 1 will be exceeded, total £3.2m. Year 1 savings have been achieved. An approach to financial sustainability in years 2 and 3 is being developed with early work to identify the size of any gap taking place. At the same time a fundamental review of the programme is being recommended to ensure that the future development of

			the partnership delivers what is required. These changes will significantly alter milestones for the programme.
The identification and development of further cost efficiency initiatives for years 2 and 3 (22/23-23/24)	Some Slippage	●	The financial position is being discussed and will need to inform the scale and likely complexity of projects to deliver savings for years 2 and 3. These project plans will need to be in place as early as possible.
The development of a target operating model for the partnership	Some Slippage	●	<p>A draft vision has been developed that provides a way to take forward engagement with communities, workforce, and partners. That vision will inform the ongoing work in relation to the Strategic Plan which will also inform future delivery of service.</p> <p>As part of this a reframed direction is being developed which will outline the approach to taking forward a dedicated programme of 'Designing Change Together' which aims to build on learning from co-production across both organisations to date and develop a collaborative, place-based approach to future models of care and support across the Highland region.</p> <p>This proposal will be taken forward separately to service improvement and cost saving work and will be shared with the committee to consider and offer feedback on the revised focus, approach and structure.</p>






A5.5 Key Risks Issues and Mitigation

Item Description	Category (Risk or Issue)	Status (29 Nov Update) (High, Medium or Low)	Status (28 Feb 22) (High, Medium or Low)	Mitigation (Please provide some narrative on what action is being taken to mitigate any Risks or address Issues)
Financial: There is a shortfall in the possible amount of money available against any gap (to be quantified for Years 2 & 3)	Risk	Low	Medium	Project development to be scrutinised for focus and route to cashable efficiencies and when these will be delivered as per 5.6 this work is under planned activity for the next reporting period.
Prioritisation of the transformational programme whilst in a continuing and fast paced period of Covid-19 related change.	Risk	Medium	Medium	Ongoing scrutiny and reporting of impact
National Care Consultation. This was launched, with extended scope, on 9 August 21.	Risk	Medium	Medium	This requires to be taken into account as the national strategy is developed.

A5.6 Planned Activity in the next Reporting Period (1 April 22 – 30 June 22)

Activity Name/description	Target Date	Notes
Programme Review	TBC	A reframed direction is being developed which will outline the approach to taking forward a dedicated programme of 'Designing Change Together'
Approach to finance years 2 and 3	TBC	The scale of funding required is under discussion and will be confirmed as soon as practical

A5.7 **Benefits Update (Cashable and Non-cashable)**

Benefit description	Status No significant progress Some Slippage On track Completed	RAG    	Notes
Cashable Efficiencies Year 1	On track		Year 1 savings have been achieved and there is a high degree of confidence that the savings target for year 1 will be exceeded, total £3.2m.

A5.8 Placement Services

This project looks to continue the review of the delivery of children's services - particularly fostering/adoption and Out of Authority (OOA), significantly reducing the end-to-end process for people applying to be foster carers and increasing the number of foster carers and adoptive parents in Highland. The primary purpose of this project is to improve outcomes for young people in Highland.

A5.9 Activities undertaken this reporting period (1 December 21 – 31 March 22)

Activity	Status No significant progress Some Slippage On track Completed	RAG ● ● ● ●	Notes
Formal review of Residential Care	On track	●	An external senior manager has been brought in to carry out a review of residential services. This will conclude mid-February 2022.
Recruitment of key strategic senior posts.	Some Slippage	●	To conclude in first quarter of 2022 and help drive forward service priorities.
Recruitment of PM for The Promise	On track	●	Post funded by the Service as part of the establishment. Post was advertised in Oct but no appointment made; has been readvertised in Nov and member of staff commenced mid-Jan 2022. (The Promise seeks to change the Children's care system in Scotland to support shifts in policy, practice and culture so that every child grows up loved, safe and respected, able to realise their full potential).
Placement Team work with Family Teams to return x7 children from OOA	On track	●	The team continually assess out of area placements with lead professionals to determine which children could be returned to Highland – there will be redoubled focus on this activity. Assessment is that the Placement team can return 10 young people this calendar year.

A5.10 Key Risks Issues and Mitigation

Item Description	Category (Risk or Issue)	Status (29 Nov Update) (High, Medium or Low)	Status (28 Feb 22) (High, Medium or Low)	Mitigation (Please provide some narrative on what action is being taken to mitigate any Risks or address Issues)
Financial: continued risk that the number of children requiring to be looked after and accommodated continues to increase	Issue	High	High	Only x1 child went Out of Area in Quarter 3 but this budget overall remains under some pressure. Practice model being reviewed as part of re-design. We continue to develop financially beneficial alternatives that meet the needs of these children within the Highland area, which will be reported HSC&W Committee.
Prevalence of County Lines/Child Exploitation increased in last 18 months with our LAC children/residential units being targeted.	Issue	High	High	Suite of suggested measures being developed via the Child Protection Committee (CPC) to apply for funding to support workers of young people being exploited and to offer direct support to children and families. Initial findings will be reported to HSC&W Committee in June 2022.
Recruitment to some posts delayed: Strategic leads, Placement Officer, Fostering & Kinship PM Promise PM	Issue	Medium	Medium	Promise PM has commenced work. Placement Officer and Fostering & Kinship PM delayed but being progressed.







Some residential services in-area are struggling with a variety of staffing issues which can influence children going out of area.	Issue	High	High	Formal review has begun by external manager regarding this, aligned to the practice model. It is anticipated that the report being developed by the external consultant will be available towards the end of February 2022.
Process of Agreeing OOA Placements	Risk	Medium	Medium	Process being discussed and will be formalised at restarted Placement Governance Group.
Lack of respite support for families of children with complex disabilities.	Issue	Medium	Medium	Seek to reopen respite services whenever possible following Scottish Government guidelines. Facilities are working creatively to offer some respite to highest need within the current rules.

A5.11 Planned Activity in the next reporting period (1 April 22 – 30 June 22)

Activity Name/description	Target Date	Notes
Placement Team work with Family Teams to return x10 children from OOA	Dec 2022	The team continually assess out of area placements with lead professionals to determine which children could be returned to Highland – there will be redoubled focus on this activity. To date 17 young people have returned from OOA placement, 4 of whom returned in quarter 3 with just 1 placement OOA.

A5.12 Benefits Update (Cashable and Non-cashable)

Benefit description	Status	RAG	Notes
	No significant	●	

	progress Some Slippage On track Completed	  	
Reduction in OOA placements	Some Slippage		<p>Since reporting to the August Committee, at Quarter 1, that Children's Services had reached the lowest number of children Out of Area (OOA) in over 8 years (at 18 children), there was then a significant increase in new OOA placements – mainly a delayed consequence of the pandemic. In Aug, Sep and October, 11 new OOA placements were purchased and those balanced against further children coming back to Highland, increased the total in Nov to 25. This number at Quarter 3 now totals 26 children OOA, a net increase of only 1 child since Quarter 2.</p>
Cost avoidance	Some Slippage		<p>An average OOA placement costs £266k per child per year. In-area solutions are developed on the basis of meeting the child's needs at a lower cost.</p> <p>Between June 2018 and July 2021, the service avoided costs of over £11m as compared with the children remaining OOA for a year. This year's increase in purchased placements alters the estimated year end forecast to an overspend, with the costs related to OOA being met from both the Looked After Children budget and the Covid pressures budget.</p> <p>This covid budget will not be available from the Govt in 2022/23 therefore is a forecast budget pressure.</p> <p>There is confidence that the Placement team can return x10 young people this year but this needs to be matched with only a very low number of young people going OOA. Practice models are being considered which will work with families to keep children at home where possible.</p>
Development of in-Highland	On track		The Placement Programme has developed £5M of in-area services

services for care experienced young people			which avoid children going OOA and serve as places for OOA children to return to.
Increase in Highland foster placements	On track	●	In the first 6 months of this financial year, 41 children were placed with Highland Council foster carers which compares with a total of 48 in the whole of the previous year. The ability of foster carers and our fostering service to accommodate these children, enabled them to benefit from a family life and avoided these young people necessitating residential care at £266,000 per year per child.
Retain children with disabilities in Highland residential facilities rather than OOA	On track	●	Our children's residential and respite disability facilities were able to respond flexibly during the pandemic and accommodated 6 children who would otherwise have gone OOA to residential care and the associated cost the council.
Develop bespoke education packages for CEYP in-care and OOA	On track	●	The placement programme has developed bespoke education packages for all relevant children returning from OOA and has avoided an even greater number going OOA.

A6 Appendix 6 - Climate Change Sponsor – ECO Performance & Governance.

A6.1 This investment will contribute towards delivering the transformation required meet the Council’s commitments to Climate Change and will be delivered alongside the wider climate change action plan and associated initiatives.

A6.2 There are three specific projects being supported as part of the Transformation Programme:

- The development of hydrogen and low carbon heat strategies;
- Decarbonisation of the Council’s fleet; and
- Food Growing/Community engagement.

A detailed update was provided Climate Change Working Group (CCWG) on 28 January 2022 and Communities & Place on 23 February 2022. These initiatives are an important addition to the action underway to deliver the Council’s Climate Change commitments and further work is ongoing looking at how the Council can work with partners and the Scottish Government with Climate Change as key driver to deliver large scale transformational projects. This will be brought forward to a future Council meeting.

A6.3 Hydrogen and Low Carbon Heat Strategies

This workstream focusses on the development of corporately agreed hydrogen & low carbon heat strategies to ensure the Council benefits from the energy-systems transformation that these technologies will bring to the region. It also aims to ensure that opportunities within the capital programme as well as strategic partnering opportunities are maximised in respect of delivering carbon reduction for both the Council and wider region.

Additional funding will also be secured where possible. Positively, the funding bid for £39k for the development of Local Heat and Energy Efficient Strategies (LHEES) has been successful. A bid for £20k for the feasibility study on Hydrogen Forecourt has also been successful. This funding has been secured through SG Award to Aberdeen City to explore Refuelling Sites in the City. This has been opened to identify strategic sites in Inverness through an agreement for close collaboration in delivering a Hydrogen Economy in the North.

A6.4 Activities undertaken this reporting period (1 December 21 to 31 March 22)

Activity	Status No significant progress Some Slippage On track Completed	RAG ● ● ● ●	Notes
Housing: Frame out a short-term strategy/policy	Some Slippage	●	Currently developing a project for understanding the timescale and disruption involved in the various interventions needed in improving

<p>which will introduce methods and procedures for maintaining property within the context of low carbon.</p>			<p>efficiency in stock.</p> <p>The Property & Housing Service (Housing) are reviewing stock and providing a selection of house types for the costing process. The Project anticipates a trial using void properties to get a detailed understanding of timescales and through the introduction of monitoring the Project will be able to assess the performance of the buildings in real time.</p> <p>The approach needs to focus on maintaining long term flexibility until a region wide strategy has been developed.</p> <p>Delays are due to ongoing work to achieve an understanding of the cost and types of work being considered. A study into current performance and improvement paths is currently being undertaken via an external contractor.</p>
<p>Property: Develop a short-term strategy for enhancing usage of low carbon technologies to reduce a continual cycle of adding to the existing issue, which will include work to understand the whole life cost of Biomass installations in the region.</p>	<p>On track</p>	<p>●</p>	<p>The Project are in early discussion with a biofuel supplier who are keen to support a pilot conversion of one of The Highland Council's oil/gas properties to allow us to measure performance and operational costs. Biofuel could offer us an opportunity to reduce carbon in The Highland Council's non-domestic buildings where replacements are urgent but the additional work on energy efficiency has not been carried out. It is being viewed as a transitional solution.</p> <p>This will help assess whether long-term use should continue running stand-alone sites or if they could be better utilised in supply to multiple sites.</p> <p>Feb 22 – Progressing to site survey to assess implications of introducing biogas to an existing installation.</p>
<p>Continue to work with the transport team</p>	<p>On track</p>	<p>●</p>	<p>The Project has opened early discussion with Transport Scotland, and a cross section of fleet users.</p>

<p>on how best to develop a fuel network in the Highlands introducing various stakeholders and source funding opportunities to get some working examples in place.</p>			<p>Forestry commission, Scottish Wholesale association, Tesco, Iceland, Eddie Stobart, Road Haulage Association & Eden Seven attended initial discussions. The Private sector have a willingness to transition with mixed views. The larger operators see vehicle availability at scale to be an issue but are ready to order as long as infrastructure is available, they see this as having to come through Government in the short/medium term.</p> <p>The independent carriers represented by Scottish Wholesale and Road Haulage are looking for support in vehicles from government. They see the current model with a reliance on the second-hand market for asset disposal as an issue and needs supported during transition. There is a willingness to look at new models via leasing – Transport Scotland felt it was the right model and have been clear there will be little or no support in Private sector vehicles with their likely limited funding focused on stimulating infrastructure growth.</p> <p>This could include establishing a working group with commercial road Hauliers in the Highlands who essentially face the same issues and are at varying stages of developing their own decarbonisation strategies. It would be valuable to develop some early synergies. Early adoption commercially will help to deliver market driven cost saving.</p>
<p>Continue to develop stakeholder relationships. A priority will be opening discussions with Distribution Network Operator's</p>	<p>On track</p>	<p>●</p>	<p>New Stakeholders are approaching The Highland Council on a weekly basis while the Hydrogen landscape is moving quickly across the Region. The Project are developing an understanding of the early developments in terms of where and when. The Project are in early discussions around how the Project bring a working group together that will help shape the embryonic</p>

<p>SSE from a local perspective and Scottish Power for their current Hydrogen involvement.</p>			<p>opportunity into a scalable business model for the Highlands.</p> <p>The Council has regular liaison with HIE and other north of Scotland Councils The Project is developing strong relationships with a number of key stakeholders in the industry. The Project believes however through the sheer volume of interest across the region there are likely to be as many key projects being looked at which it would be useful for the Project to have sight of.</p> <p>Through the energy regulatory roundtable meetings and therefore has good oversight of developments in and around the energy and low carbon sectors. It would also be useful to have early discussions with other companies such as Eon and niche energy start-ups to understand options in energy balancing and smart localised networks. No matter how the Project progress the electrification within the Highlands will put some considerable strain on the existing network. The government have just removed the control of national grid to pave the way for a more flexible network. It will be a good time to explore how this may be utilised by Highland Council to enhance the service in the future.</p> <p>Feb 22- framing out a number of project opportunities with a number of stakeholders. Currently looking at production development with Statkraft – 2 sites, Scottish power, 2-3 sites, SSEN – 1 site & H2Green – 7 sites.</p>
<p>Deliver a Business Case for production of Hydrogen via Renewable energy with the City of Inverness</p>	<p>On track</p>	<p>●</p>	<p>Target date: 31/03/2022. Identify Generation options of renewable energy within the Longman area of Inverness to supply the local production of Green Hydrogen. For the purpose of initially providing refuelling for road transport within Inverness.</p>
<p>Identify Key Locations</p>	<p>On track</p>	<p>●</p>	<p>Target date: 28/02/2022. The Project need to take an approach</p>

Across the region for initial Hydrogen refuelling			to deliver production to strategic areas of off-take and then understand how this market can develop within the local communities.
Develop a pilot project for Biofuels	On track	●	Target date: 31/01/2022. Look to identify a test site and carry out a feasibility study on the suitability for an initial conversion of existing equipment to allow for performance to be measured.
Develop a pilot scheme with housing to assess the possibility of energy performance work in voids	Some Slippage	●	Target date: 31/01/2022. Currently behind schedule, work to establish a small number of properties fitting monitoring equipment during the notice period develop an understanding of the improvements which can be met in the short time frame and then monitor the performance following the completion of works to understand how various options of energy improvements perform. The slippage has occurred due to a lack of available information on a selection of test properties which would represent a large cross section of our housing stock. Two external contractors have agreed to provide costings for a suite of improvements which could be carried out to improve efficiency and decarbonise heat. Until we establish the base cost and the quality of information we can provide contractors we can't progress to pilot. The project are working to establish a new target date for this work.
Deliver Local Heat and Energy Efficient Strategies (LHEES) project to level 4	On track	●	Target date: 31/03/2022. The Project are looking to take information developed during the initial phases of LHESS. Apply the updated methodology to our date and work with an external consultant to provide Region wide GIS Mapping of our heat loads. Working with Changework to develop the first four phases of the LHEES strategy for the Highland Region. This is significant in the development of a low carbon heat strategy. On completion of this round

			of work we will have a regional heat map with the ability to start understanding possible heat networks and clearly identify the areas of most need of improvement region wide.
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A6.5 Key Issues Risks and Mitigation

Item Description	Category (Risk or Issue)	Status (29 Nov Update) (High, Medium or Low)	Status (28 Feb 22) (High, Medium or Low)	Mitigation (Please provide some narrative on what action is being taken to mitigate any Risks or address Issues)
Lack of detailed information on existing domestic housing stock to allow for external pricing has meant the ability to utilise the external contractors willing to provide costs per energy performance intervention on a cross section of properties has delayed progression.	Risk	New	Low	Assessing the availability of the information available internally. Considering workarounds that would allow us to progress with the costing exercise at least. This would need to be reviewed if outsourcing of work during property void periods provided an opportunity for whole house performance improvements as contractors need drawings.
Hydrogen High Expectation. A number of early conversations have revolved around timescale for implementation	Risk	Medium	Medium	Hydrogen is becoming a significant subject across the Region while some projects are moving forward at speed the Project needs to develop a Regional Strategy which will allow the

				<p>opportunity to scale and flex with the market at large.</p> <p>Managing expectations will be key until a greater understanding of the opportunity is understood. Hydrogen is at a very early stage and first priority is in identifying the generation potential within the Highlands. The Project need commitment from key stakeholders to achieve viable unit cost to understand where it can be utilised within the Highland economy.</p>
Low Carbon Heating Speed of Infrastructure development	Risk	Medium	Medium	<p>Early Discussion with the Distribution Network Operator have been positive although there are no direct solutions to ensuring capacity across the Region steps are being taken towards emergency balancing which will help and the Project are exploring more localised solutions which could provide long term solution.</p> <p>Conversion to low carbon heat will increase the demand for electrical infrastructure in the Highlands. The Project need to understand the impact on the grid and explore alternative options both in generation and storage.</p>

				<p>We are in the process of looking at a number of projects across the region which will look at the feasibility of developing low carbon heat using alternative technologies which would not require dependency on grid electricity. (Projects Listed below).</p>
Buildings fit for purpose	Risk	Medium	Medium	<p>A key aspect in achieving net zero is in reducing energy demand. In moving to Low carbon heating, it is important for understanding in the importance of improving the fabric of the buildings. Through education it is important to get the message out that upgrading heating systems without the work on improving the buildings reduces the efficiency of the heating and results in increased operational costs. Initial net zero funding call has highlighted the issues of meeting tight deadlines with no planned fabric improvement sitting alongside the high impact works – Heating, Kitchens, Bathrooms etc. Direction at a National level is to a fabric first policy. The Project have heating projects which can be used in the funding process, but the Project need to</p>

				incorporate building fabric work as a priority in future work, so the Project have planned works to tap into. This highlights the need for increased awareness that taking a fabric first approach is vital to both decarbonisation and reducing fuel poverty.
Dilution of Hydrogen Opportunity	Risk	Medium	Medium	<p>Currently there are multiple stakeholders looking for opportunities to establish themselves within the Hydrogen Sector. The immediate focus is on the local off take which needs early adoption. There are two areas of risk. Lack of initial offtake from Highland Council could slow early production. Early off take from Highland Council cannot support the amount of generation under consideration the Project need to facilitate the development of production in a managed way which develops a long-term strategy for production deployment. The potential for the Hydrogen Market is huge, it will only be realised to its full potential if the Project can instil confidence in the private sector to develop through collaboration.</p> <p>We are currently</p>

				developing a business case with a private investor on delivering multiple refuelling sites across the region. We are looking at ways to utilise this commercial investment in infrastructure to unlock funding opportunities to generate demand through the transition of fleet.
Lack of information on THC properties (non-housing) that can be provided for pricing.	Issue	New	Low	Assessing the availability of the information available internally.

A6.6 Planned Activity in the next Reporting Period (1 April 22 – 30 June 22)

Activity Name/description	Target Date	Notes
Feasibility study on a heat network on the west bank of the river ness.	1 June 2022	We aim to progress this study with Scottish government Funding. The area has been identified during pre-feasibility as potentially one of the most viable in Scotland. The study will incorporate Public and Private sector properties both commercial and domestic. The area of focus covers from the Archive Centre to HQ covering buildings sited between the river and the A82.
Feasibility study into the development of a Hydrogen Heat network In Ft William.	1 June 2022	We are working with SGN to deliver a feasibility study into the potential for a Hydrogen Heat network In Ft William. The model is being based around the work currently being developed on SGN's "H100" project in Fife. We are exploring the use of Hydro pumped storage for production which allows for control of production vs demand. The ideal scenario for SGN would be to use surplus capacity from the smelter site. They do have additional

		availability from an SSEN site so generation could be split to meet demand.
Business Case for a Joint Venture to deliver Hydrogen production across the Highlands	1 May 2022	Developing a Business Case for a joint venture to provide hydrogen production and refuelling infrastructure to seven locations across the region. With a current site in Inverness well placed for supply to rail network and blending into the Gas network..
Re-allocation of City Deal fund for development of Longman as a green energy hub	1 June 2022	Looking for a base within a pro green hydrogen environment they see a centralised hub as an opportunity to develop dedicated training and through the availability of green hydrogen on site they want to attract partnering businesses to establish base locations around them. With the possibility to develop renewable energy adjacent to the Longman site they have been willing to share their proposal as a means to develop a vision for a Hydrogen hub on the outskirts of inverness, providing a permanent base to build the local hydrogen economy around. The Highland Council Officers have provided a great deal of support and has been instrumental in bringing onboard the relevant stakeholder to allow us to build a high-level business plan for UK Government. The current expectation is a full business case will need to be worked up by end of May 22

A6.7 Benefits Update (Cashable and Non-cashable)

Benefit description	Status	RAG	Notes
	No significant progress Some Slippage On track Completed	● ● ● ●	
£39k funding bid for the development of LHEES	Completed	●	Funding Bid Successful.
£20k Funding for Feasibility Study on Hydrogen Forecourt	On track	●	Funding secured through SG Award to Aberdeen City to explore Refuelling Sites in the City. This has been opened to identify strategic sites in Inverness through an agreement for close collaboration in

			delivering a Hydrogen Economy in the North.
£25m	On track	●	External commercial investment to develop six Hydrogen production and refuelling sites across the Highlands
£10m	On track	●	Opportunity to repurpose City Deal funding to deliver a Green Energy hub project within the old landfill site at Longman.

A6.8 Decarbonisation of Council Fleet

This workstream involves the identification and development of energy and fleet projects with partners which can secure external funding e.g., through Scottish Cities Alliance, COSLA, Sustainable Scotland Network etc. In addition, it provides a focus on the decarbonisation of the fleet (Greening the Fleet) i.e., electric and hydrogen alternatives, to ensure we work towards the Scottish Government target and Highland Council's ambition to decarbonise local government fleet by 2025.

A6.9 Activities Undertaken this reporting period (1 Dec 21 to 31 March 2022)

Activity	Status	RAG	Notes
	No significant progress	●	
	Some Slippage	●	
	On track	●	
	Completed	●	
Assess fleet dataset	Completed	●	Data analysis complete for input into the strategy.
Board meetings	On track	●	Regular EV Infrastructure board meetings are being held every 8 weeks.
Fleet decarbonisation strategy	Some Slippage	●	Research and data analysis complete. Draft Strategy in progress for Working Group review by 28 th February 2022. Resource time to draft strategy (previous target date of 31 st January 2022) was underestimated and delay should not significantly affect programme delivery.
Installation of 18 EV charge points at 3 depots	Some Slippage	●	Progress continues, site layout agreed and quotes for installation submitted to funder. Layout design changes caused a delay in receiving installation quotes. Target date moved from 31 st March 2022 to June 2022.
Explore other funding	On track	●	Investigation into alternative business models for EV infrastructure (incl fleet)

streams			through SFT funded project.
Investigation into Home EV charging solutions	On track	●	Investigation into a Home EV charging pilot scheme for fleet vehicles.

A6.10 Key Issues Risks and Mitigation

Item Description	Category (Risk or Issue)	Status (29 Nov Update) (High, Medium or Low)	Status (28 Feb 22) (High, Medium or Low)	Mitigation (Please provide some narrative on what action is being taken to mitigate any Risks or address Issues)
Fleet Dataset Extent and quality of data unknown	Risk	Low	Low	Dataset analysis complete. Support from fleet team and working group.
Fleet EV Infrastructure funding. External funding award likely to be too low to meet targets	Risk	Medium	Medium	Calculate forecasted cost to decarbonise and assess against funding award. Explore other funding streams.
Government targets National target date of 2025 challenging	Risk	Medium	Medium	Assess once decarbonisation planning exercise is complete Report findings to Board.
Timeframe for installation of 18 EV charge points	Risk	Low	Low	Installation quotes provider to funder. Installation to be completed 2022 Q1. Layout design changes caused a delay in receiving installation quotes.
Fleet decarbonisation strategy	Risk	Low	Low	Resource time to draft strategy was underestimated. Delay in strategy should not affect overall programme.

A6.11 Planned Activity in the next Reporting Period (1 April 22 – 30 June 22)

Activity Name/description	Target Date	Notes
Installation of 18 EV charge points	30 June 2022	Funding to be accrued to 2022 FY.

at 3 depots		
Explore other funding streams	30 June 2022	Progress project into alternative business models for EV infrastructure and identify possible opportunities.
Home EV charging solutions	30 June 2022	Pilot scheme approved, source funding and coordinate installation of home EV charge points.

A6.12 Benefits Update (Cashable and Non-cashable)

Benefit description	Status No significant progress Some Slippage On track Completed	RAG ● ● ● ●	Narrative on progress with achieving benefits
Installation of 18 EV charge points at 3 depots	Some Slippage	●	Previously estimated to be complete by 31 March 2022. Delays to layout design, re-planned - installation to be completed by June 2022. Layout design changes caused a delay in receiving installation quotes.

A6.13 Community Food Growing Co-ordinator

A project within the Climate Change programme, this project will provide a dedicated Community Food Growing Co-ordinator. This post will lead on the delivery of the Council's approach to supporting food growing initiatives as required under the Community Empowerment Act. Initial work will be to finalise the Council's food growing strategy, Growing Our Future and taking forward the Council's obligations within the strategy. The role will also include supporting community engagement activity related to the food growing agenda as well as the Council's 'Place Based approach', identifying suitable land for food growing/allotments opportunities, developing local relationships and networks within community bodies, encouraging participation and involvement, with an emphasis on improving food growing outcomes and healthy lives across the region.

A6.14 Activities undertaken this reporting period (1 December 21 – 31 March 22)

Activity	Status No significant progress Some Slippage On track Completed	RAG ● ● ● ●	Notes
Engagement with wider stakeholders	On track	●	Post holder started on 2nd August 2021. Postholder has joined the Highland Good Food Partnership and

			is chairing their Community Food Thematic group and is also part of the community food providers' network. Individual contact is taking place on a regular basis with several community groups and other stakeholders on specific pieces of their work. Key stakeholders for the strategy are being consulted on its final version.
Prepare & submit report to Community and Places Committee	On track	●	The final strategy was presented to the Climate Change Working Group for consideration and presented to the Community and Places Committee for approval on 23 February 2022.
Present final strategy to Communities and Place Committee	On track	●	Target date: 23 rd February 2022
Continued participation with partnerships and networks	On track	●	Ongoing. Engagement with stakeholders through Highland Good Food Partnership and Community Food Providers network.
Progressing actions from the Community Food Growing strategy action plan	On track	●	Ongoing. Focal actions during this period: <ul style="list-style-type: none"> - Green space audit - Planning for review of THC allotments policy THC webpage for community food growing.
Engagement with key Council officers and teams	On track	●	Regarding the strategy and their role in delivering the action plan. Setting up delivery groups for certain actions.

A6.15 Key Issues Risks and Mitigation

Item Description	Category (Risk or Issue)	Status (29 Nov Update) (High, Medium or Low)	Status (28 Feb 22) (High, Medium or Low)	Mitigation (Please provide some narrative on what action is being taken to mitigate any Risks or address Issues)
Community Engagement and Managing Expectations	Risk	Medium	Medium	Update to community food growing THC webpage and project PR will be undertaken once the strategy is

				final in order to manage engagement and expectations.
Delays in meeting key milestones	Risk	Low	Low	Regular reviews of project progress are taking place between the post holder, line manager and head of service.
Staffing: Recruitment underway for maternity cover	Issue	NA	Medium	Recruitment for maternity cover to maintain momentum for project and delivery of action plan.

A6.16 Planned Activity in the next Reporting Period (1 April 22 – 30 June 22)

Activity Name/description	Target Date	Notes
Review of allotments policy	31 Dec 2022	Setting up steering group, conducting a consultation, options appraisal for allotments management models, drafting of policy, negotiating agreement with allotment associations
Support to community groups	30 June 2022	On-going Regular advice and meetings with community growing project groups. Point of contact and liaison for groups seeking council land.
Launch of green space audit and asset map	30 April 2022	Auditing of Council owned green space, assessment of suitability for community food growing, designing or interactive map

A6.17 Benefits Update (Cashable and Non-cashable)

Benefit description	Status	RAG	Notes
	No significant progress	●	
	Some Slippage	●	
	On track	●	
	Completed	●	
THC meets its statutory obligation to have a community food growing strategy in place	On track	●	Final version of strategy presented to C&P Committee 23 Feb 2022 for approval.
Support	On-track	●	On-going activity. Post holder offers

<p>provided to community groups setting up or delivering community food growing initiatives</p>			<p>support to groups in contact directly, and/or gives support to other THC officers who are working with groups.</p>
<p>THC meets its statutory obligations regarding allotments provision</p>	<p>On track</p>	<p>●</p>	<p>Mapping and background information gathering is currently taking place. Allotments review will take place during 2022.</p>

A7 **Appendix 7 – Waste Sponsor – ECO Communities & Place.**

A7.1 The aims of this project are to respond to the legal requirements to no longer landfill biodegradable municipal waste from 1st January 2026, develop a circular economy and to continue to adjust our waste collection approaches. There are 2 projects / workstreams within the Waste project. Waste Strategy; and Route Optimisation.

A7.2 **Activity undertaken this reporting period (1 December 21 – 31 March 22)**

Activity	Status No significant progress Some Slippage On track Completed	RAG ● ● ● ●	Notes
Medium-term waste contracts procurement process - residual waste management contract(s) to be evaluated and awarded	On track	●	Tenders are being evaluated. The award of contract is planned for early 2022 (targeting the end of March), to be effective from 2023.
Identifying funding models in use for energy-from-waste facilities dealing with municipal waste elsewhere in Scotland	On track	●	This activity will form part of the green energy hub development programme during 2022. Some initial dialogue with other local authorities regarding their funding approach has been undertaken. Next step is to identify appropriate contacts in other Scottish local authorities and also review trade press for information on commercial developments.
Covid-conditions permitting, energy-from-waste plant education visit to be undertaken	On track	●	Two visits took place during 2021, on 26 th August and 18 th November. It is intended to arrange a third education visit in 2022, date and location to be determined. Target date: By the end of March 2022. Given the potential location of an EfW plant within Highland, a specific aim will be to attract Inverness Members to the next education visit.
Key project	On track	●	Target date: By the end of February

resourcing for initial programme requirements to be identified			2022. This specifically refers to the Green Energy Hub Phase 1, Longman Development Programme. With the Scottish Government's review of the role of EfW in the waste hierarchy underway, the development programme is focusing for the moment on initiating only those studies which will have broader benefit to Highland Council, irrespective of whether or not further EfW development is permitted by Scottish Government. A proposal is to be submitted to the Officers' Waste Strategy Project Board by Commercial & Procurement Service to illustrate how they might support the development programme.
Longman ground conditions investigation requirements to be defined and commissioned as appropriate	On track	●	Target date: By the end of February 2022. The first step will be to define and commission a topography study, from which to identify what parts of the site should most appropriately be focused on for more detailed ground conditions investigation.
Longman site ecology investigation requirements to be defined and commissioned as appropriate	On track	●	Target date: By the end of February 2022. Dialogue on-going to ascertain what studies, in what order and their most appropriate timeframe.
Scottish Government's call for evidence to be responded to.	On track	●	The Scottish Government is undertaking a review of the role of energy-from-waste in Scotland's waste hierarchy. Replies to the call for evidence are to be submitted by 21 st February 2022. The review team will be submitting their report to Scottish Government by Easter 2022.
Recycling Improvement Fund – submission of further stage 2 applications	On track	●	Target date: By the end of March 2022. Stage 2 bid to be selected through prioritising the existing expression of interest submissions. The planned submission date for the next stage application is June 2022.

Key Issues Risks and Mitigation

Item Description	Category (Risk or Issue)	Status (29 Nov Update) (High, Medium or Low)	Status (28 Feb 22) (High, Medium or Low)	Mitigation (Please provide some narrative on what action is being taken to mitigate any Risks or address Issues)
Medium term waste management contracts – tender prices outstrip anticipated cost.	Risk	Medium	Medium	Adopted a competitive procedure with negotiation approach to the procurement to facilitate engagement and an effective outcome. However market pricing is beyond the Council's control. Tender evaluation is underway and with a view to award of contract early 2022.
Developing the appraisal – work to date includes some key assumptions, forecasts, and estimates.	Issue	High	Medium	A 4-year outline plan to guide the Longman Green Energy Hub development programme is in place to seek the necessary information for Members to be able to make investment decisions with the costs, benefits and risks transparent. In the first instance, with the Scottish Government review as noted above underway, activity will focus those studies which will have broader benefit to Highland Council, irrespective of whether or not further EfW development is permitted by

				<p>Scottish Government.</p> <p>The medium-term waste management contracts, currently subject to a tender process, will provide compliant residual waste management for the period of 2023-27, with up to 36 months of optional extension being built in. This will provide a stable platform from which to undertake the Longman Green Energy Hub development programme.</p>
<p>Government policy unknowns – review of role of EfW in waste hierarchy and need for new capacity in Scotland; plus direction awaited on future tax regimes, off-setting emissions requirements, and changes to EfW requirements, e.g. pre-treatment, and application of carbon capture and storage technology</p>	<p>Issue</p>	<p>High</p>	<p>High</p>	<p>The Scottish Government has issued a call for evidence for its review of the role of energy-from-waste operations within the Scottish waste hierarchy. Replies are to be submitted by 21st February 2022. Highland Council will study the call for evidence document and prepare a submission. Scottish Ministers are due to receive a review report by Easter 2022.</p> <p>Carbon emissions off-setting requirements are not yet known, and it may be 12-24 months before they are. Highland Council, (through its Climate Change Team) has regular contact with Scottish</p>

				Government to maintain awareness of carbon emissions off-setting policy development. Once this becomes clear it will be shared within THC to enable appropriate actions.
Environmental performance risks – from scale of waste generated and landfilled per person (2/32) and carbon impact per person (5/32).	Issue	High	Medium	<p>Part of the context of the Green Energy Hub development programme is to re-frame from a deficits to assets approach – find value in our residual waste through EfW CHP (combined heat and power) and green energy hub development. Should the Scottish Government’s review prohibit any further EfW development, Highland Council will explore whether other reprocessing activities may be feasible (for example, Anaerobic Digestion of food and garden waste).</p> <p>Mitigation will also include how Highland Council aligns its current waste infrastructure to the future demands of the Household Recycling Charter Code of Practice, particularly in relation to developing the food waste collection service beyond Inverness. This will require substantial investment which</p>

				ties in with the next entry in this table.
Recycling rate relatively low (41%). New recycling requirements expected to be issued by Scottish Government.	Issue	Medium	Medium	<p>Mitigation is multi-faceted. Key elements will be:</p> <ul style="list-style-type: none"> *Encouraging and facilitating where possible the Highland's engagement in the Deposit Return Scheme which the Scottish Government is targeting for an August 2023 introduction. *Expanding the food waste collection service. *Submitting further applications to the Recycling Improvement Fund throughout the 5-year term of the programme to support waste infrastructure/ service developments.
Fort William WTS – securing a suitable site agreement to lease the preferred land is taking time. Site is also likely to require potentially costly remediation. Planning, procurement and construction processes to follow thereafter.	Issue	High	High	<p>Initial ground investigation data report has been analysed. Additional, site-specific detail will be sought from the landlord and an investigation of the rubble stockpiles intended, as the next steps in understanding the remediation task. Remediation investigations likely to continue until mid-2022.</p> <p>Regular contact with landlord's agent to secure suitable lease agreement. Specification of the</p>

				<p>waste transfer station will be based on the facility constructed in Aviemore.</p> <p>Second choice site identified, but other impacts.</p> <p>Optional contract extension to current waste management arrangements secured to 30/06/23.</p>
<p>Inverness WTS – construction programme is underway on-site. Higher costs associated with ground conditions, supply chain and material cost inflation, ecology (protected animal species and invasive non-native plant species), revised fire suppression requirements from Council's buildings insurer.</p>	Issue	Medium	Medium	<p>Change Control Requests process in place for construction programme to ensure all additional cost factors are appropriately reviewed. Target completion of the waste facility is January 2023.</p> <p>Financial position monitored by Waste Strategy Project Board. 'Risk pot' of contingency in place.</p> <p>Protected and invasive species action is active.</p> <p>Continuing to engage with the insurer to provide clarifications as required for the proposals.</p> <p>Optional contract extension for waste management requirement secured to 30/06/23.</p>
<p>Capital allocated may be insufficient for both waste transfer stations. Impact on wider capital</p>	Risk	High	High	<p>Risk reported to Communities and Place Committee of 10/11/21. The Inverness waste transfer station is under construction - its financial position</p>

programme.			is monitored by the Waste Strategy Project Board. Funding for the Fort William waste transfer station to be reviewed once the site remediation studies are concluded (circa mid-2022). Any unbudgeted costs will require governance through Corporate Resources Committee or in any capital reporting to Council.
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A7.4

Planned Activity in the next Reporting Period (1 April 22 – 30 June 22)

Activity Name/description	Target Date	Notes
Longman site studies	Studies will be underway during the extent of this reporting period.	Focus at this stage is on undertaking site related studies. During the April – June reporting period it is anticipated that this will include ensuring there is an appropriate scope of requirements, an identified timescale and a projected cost for each study. Project planning continues to determine what studies and in what order they will be progressed (as the findings of some studies have a fixed shelf-life once reported). Studies will be both ecology-related and topographical/ground conditions related.
EfW review	Mid-2022	Study, if possible, the Scottish Government's EfW review report to determine impact on the Longman Green Energy Hub development programme. (Note: the review team are to submit their report to Scottish Government asap after the end of March, with submission by Easter 2022 being the review team's current target. It is not yet clear when the report's findings will be made public. The target date of mid-2022 is therefore an estimate which may have to be adjusted in due course.)
Fort William site remediation investigation	September 2022	Progress as appropriate with the necessary studies (with consent of the landlord) to examine all potential aspects of the site remediation requirement to enable an informed decision as to the practical and financial feasibility of developing the site.
Recycling Improvement Fund	June 2022	Prepare and submit stage 2 application for an expansion of food waste collections.

A7.5

Benefits Update (Cashable and Non-cashable)

Benefit description	Status	RAG	Notes
	No significant progress	●	
	Some Slippage	●	
	On track	●	
	Completed	●	

<p>Legally compliant residual waste management outcome.</p>	<p>On track</p>	<p>●</p>	<p>Tenders for the interim waste management requirement are being evaluated (January 2022) with intention to award the contract in early 2022 for its inception in 2023. This will provide Highland Council with a compliant solution for the period 2023-27, with the possible extension of arrangements to 2030. The green energy hub development programme looks even further beyond that too provide Highland Council with the information to make the long-term waste management decision.</p>
<p>An energy from waste facility to process the residual waste collected by Highland Council.</p>	<p>On track</p>	<p>●</p>	<p>The potential and ambition to deliver an energy from waste facility forms the cornerstone of the green energy hub development programme. The allowance agreed by Council enables more detailed work to be undertaken to shape the proposal, proceed through planning and carry out procurement. Should the ambition be backed up by appropriate, supporting data, then the timescale for delivering an operational EfW facility is likely to be the late 2020's. The Scottish Government energy from waste review is a critical, early milestone in determining whether the work to progress an EfW can continue. There are also various milestones for the provision of suitable information for THC Members' decision-making at appropriate stages as the 4-year development preparation programme progresses. The initial stage of the development programme is being worked on as notified in other sections of this report.</p>
<p>Assessment of the potential for ancillary post energy from waste facility developments</p>	<p>No significant progress</p>	<p>●</p>	<p>The Status and RAG for this entry are notified as such as the work on these elements will not start until after the Scottish Government's energy from waste review process is reported (this will be post-Easter 2022, date yet to be notified). The green energy hub programme</p>

			enables the investigation of the deliverability of related socio-economic developments should an energy from waste facility be constructed at the Longman site. The development programme may unfold over a period of up to 4 years; as a result, there will be a long gestation period before progress can be clearly defined for certain aspects of the programme.
Longman site masterplan contribution	On track	●	Dialogue is underway to appropriately schedule and work upon a master plan for the Longman site. It is one of the activities which will be of benefit to Highland council irrespective of the Scottish Government's EfW review. The green energy hub development programme ambition will contribute to the creation of a masterplan for the Longman site.
Improvements to the range of recycling opportunities available to Highland residents.	On track	●	Seven expressions of interest have been submitted to the Scottish Government's Recycling Improvement Fund. All have been approved to progress to stage 2. A first stage 2 application has been submitted and approved, with the award confirmed during November 2021. This will enable the expansion of the garden waste collection service to accommodate household expansion in east Inverness and Nairn. Subsequent stage 2 applications will be submitted during the 5-year term of the programme. The targeted submission date for the next stage 2 application is June 2022 for an expansion of food waste collections.
Increased internal waste operations and management control through delivery of Aviemore, Fort William	On track	●	Aviemore WTS is almost complete, and the contractual construction programme for Inverness WTS is underway (January '23 targeted completion). The preferred Fort William WTS site has been identified, dialogue with landlord and site remediation investigative studies are underway for determining the feasibility of the

and Inverness waste transfer stations (WTS).			preferred site for the WTS development.
Community and skills benefits	On track	●	The Inverness waste transfer station construction project provides various community and skill benefits and opportunities. On the skills side: two apprentice joiners employed; Incorporated Engineer qualification being worked towards; Civil Engineering Degree at UHI being worked towards; 6-months Student Engineer placement; SVQ4 Construction management being worked towards; commencement of NVQ level 4/SCQF Level 9 Gold Construction Skills Certification Scheme Card for Diploma in Construction Site Supervision. Community benefits include: intention to organise a site visit and talk with operatives on mental health (in discussion with a charity to arrange this); working with THC to identify school candidates for construction work experience placement; a possible school visit and mock interviews being discussed; UHI Civil Engineering student site visits.

A7.6 Route Optimisation

The second workstream is to conclude one aspect of change in our collection of waste. It is to design optimised collection routes to make sure the Council collects both household and commercial waste in the most efficient way.

A7.7 Activities undertaken this reporting period (1 December 21 – 31 March 22)

Activity	Status	RAG	Notes
	No significant progress Some Slippage On track Completed	● ● ● ●	
A continued process of area data cleansing targeting completion of both Nairn and	On track	●	On track - Substantially complete with only limited final data being gathered. Up to the period of 31 st December 21, the project continued to gather and improve the quality of data for existing routes, including risk assessments

Badenoch and Strathspey			such as single sided streets, narrow/weight limited bridges and non-operational roads.
Nairn	On track	●	Initial meetings have been held in Sutherland ready to commence with the data gathering and cleansing for current rounds to be entered into the software. Initial remodelling has been completed for the Nairn and Badenoch & Strathspey areas.
B&S	Completed	●	All data has now been gathered, cleansed, and entered into the route optimisation software. The 'As Is' (current routes) Data is now complete, with the target date met. A review with the Operations (Ops) has been carried out, with the target date met.
A production of draft redesigned optimised collection routes for B&S	Some Slippage	●	The remodelled routes for B&S require further assessment and adjustment to bring the time period between the existing collection days and remodelled collection days to a manageable timeframe. An initial reroute draft was completed and is now being reviewed after an assessment of the outcomes. Additional work is now being undertaken to adjust the optimised collection routes. Work being undertaken for going live in May 2022.
Sutherland 'As Is' Routes Finalised	Completed	●	Target date: 10/01/2022. The intention was that all data was to be collected and cleansed then uploaded to the software ready to be reviewed by Ops. However, this is now subject to review, for the purpose of prioritising work to re-model methods of service delivery, linking with Recycling Improvement Fund applications.
Sutherland 'As Is' Review with Ops	Completed	●	Target date: 14/01/2022. The intention was that a meeting was to be held with Ops to review the 'As Is' data entered on the software and identify any areas of concern. However, this is now subject to review, for the purpose of prioritising work to re-model methods of service delivery, linking with Recycling Improvement Fund applications.

Completion of Sutherland First Draft Optimised Routes	Completed	●	Target date: 28/01/2022. The intention was to run the first pass of route optimisation, followed by manual polishing before review of new rounds with Ops. However, this is now subject to review, for the purpose of prioritising work to re-model methods of service delivery, linking with Recycling Improvement Fund applications.
Sutherland First Draft Review with Ops	Completed	●	Target date: 04/02/2022. The intention was that a further meeting was to be held with Ops to review the new rounds and identify any areas of concern. However, this is now subject to review, for the purpose of prioritising work to re-model methods of service delivery, linking with Recycling Improvement Fund applications.
Sutherland Optimised Routes Update	Completed	●	Target date: 18/02/2022 The intention was to amend rounds as per outcome of review. Manual or complete software reroute dependent on review outcome. However, this is now subject to review, for the purpose of prioritising work to re-model methods of service delivery, linking with Recycling Improvement Fund applications.
2 nd Sutherland Review with Ops	Completed	●	Target date: 25/02/2022 The intention was that a further meeting was to be held with Ops to review the updated new rounds. However, this is now subject to review, for the purpose of prioritising work to re-model methods of service delivery, linking with Recycling Improvement Fund applications.
Finalise Sutherland Optimised Routes	Completed	●	Target date: 04/03/2022 The intention was that there would be a final manual polishing of optimised routes. However, this is now subject to review, for the purpose of prioritising work to re-model methods of service delivery, linking with Recycling Improvement Fund applications.
Sutherland Route Handover	Completed	●	Target date: 04/03/2022 TBC This is now subject to review, for the purpose of prioritising work to re-model methods of service delivery, linking with Recycling Improvement Fund applications.

R&C As Is Routes Finalised	Completed	●	<p>Target date: 04/03/2022</p> <p>The intention was for all data to be collected and cleansed then uploaded to the software ready to be reviewed by Ops. However, this is now subject to review, for the purpose of prioritising work to re-model methods of service delivery, linking with Recycling Improvement Fund applications.</p>
R&C As Is Review with Ops	Completed	●	<p>Target date: 11/03/2022</p> <p>The intention was for a meeting to be held with Ops to review the As Is data entered on the software and identify any areas of concern. However, this is now subject to review, for the purpose of prioritising work to re-model methods of service delivery, linking with Recycling Improvement Fund applications.</p>
Completion of R&C First Draft Optimised Routes	Completed	●	<p>Target date: 25/03/2022</p> <p>The intention was to run the first pass of route optimisation, followed by manual polishing before review of new rounds with Ops. However, this is now subject to review, for the purpose of prioritising work to re-model methods of service delivery, linking with Recycling Improvement Fund applications.</p>
Review of future timescales	On track	●	<p>Target date: May 2022</p> <p>Decision making to influence on the roll-out of optimised routes over the next 3 months.</p> <p>A review of future timescales on the introduction of optimised routes that considers possible future changes of the service delivery model. This takes into account national changes, including what may be introduced through the Governments Recycling Improvement Funding. (RIF)</p> <p>Changes that will influence future route optimisation:</p> <ul style="list-style-type: none"> ● Aligning waste collection services to the Household Recycling Charter ● Increased food waste collections in the Inner Moray firth area and Fort William

			<ul style="list-style-type: none"> Expansion of Garden Waste Collections <p>A decision is required to be taken on the approach and timescale for the roll-out of optimised routes in areas where there is now known potential future change.</p>
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A7.8 Key Risks Issues and Mitigation

Item Description	Category (Risk or Issue)	Status (29 Nov Update) (High, Medium or Low)	Status (28 Feb 22) (High, Medium or Low)	Mitigation (Please provide some narrative on what action is being taken to mitigate any Risks or address Issues)
Going live with redesigned optimised collection routes	Risk	Medium	Medium Low	Continue the process of data cleansing and developing redesigned collection routes. Introducing once normal service delivery is achievable.
Existing service delivery method adjusted in response to Covid risks	Issue	-	Low	The service delivery has now returned to 3 in a vehicle, task and finish is subject to review
Unsatisfactory output results from route optimisation	Issue	New	Low	Ongoing reviews of revised optimised routes

A7.9 Planned Activity in the next Reporting Period (1 April 22 – 30 June 22)

Activity Name/description	Target Date	Notes
Sending letter to householders in B&S	w/c 18/04/22	Advising all householders in B&S details of the changes and a guide to recycling services in the area.
Communications	w/c 18/04/22	News releases, social media messages, local news-paper adverts and website updates.
Going live with optimised routes	w/c 02/05/22	New collection routes commence .

Re-modelling existing garden waste routes	01/06/22	Optimising garden waste collections routes to take into account the additional vehicle provided through the Recycling Improvement Fund; optimised routes will be implemented at the start of the new permit season 01/09/22
Model options for food waste collections to identify the preferred food waste collection service delivery method.	01/06/22	Work to support a funding application to the Recycling Improvement Fund for expanding food waste collections.

A7.10 Benefits Update (Cashable and Non-cashable)

Benefit description	Status	RAG	Notes
	No significant progress Some Slippage On track Completed	● ● ● ●	
Balanced modelled routes	On track	●	Software rerouting has produced balanced routes but require further manual polishing.
Reduced Mileage in modelled routes	On track	●	The routes produced by the software have produced balanced rounds with reduced mileage but further manual polishing is required.
Increased properties & tonnage per modelled route	On track	●	Due to rounds being more efficient following rerouting, the number of properties and the tonnage per round has increased, manual polishing required to finalise rounds.
Model alternative methods of service delivery that are aligned to being Household Recycling Charter Compliant	On track	●	To support Recycling Improvement funding applications.
Capacity on modelled routes for	On track	●	The efficiency and balance of the modelled rounds has left capacity, allowing for expansion and

expansion and household growth			household growth.
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**A8 Appendix 8 - Roads & Transport
Sponsor – ECO Infrastructure & Environment.**

A8.1 This project aims to support the existing transport planning and strategy, design and construction management and area operational and maintenance teams to more effectively deliver services, improve performance and demonstrate value for money.

A8.2 There are two projects/workstreams within the Roads and Transport Project: Highland Road Improvement Strategy; and School Transport Review.

A8.3 Highland Road Improvement Strategy

A8.4 This workstream will review the opportunities that exist across the Highland Area to develop local Road Improvement Strategies, similar to the established South Loch Ness – Road Improvement Strategy. These will be areas of the public road network which are in poor and sub-standard condition which are subject to large scale transport impacts.

The planned activities for this reporting period detailed below are progressing and are on programme.

A Redesign Board workshop was held on 8 November 21 to help take this project forward. The intentions are for a further workshop to be held followed by a report to the Redesign Board.

A8.5 Activity undertaken this Reporting Period (1 December 21 – 31 March 22)

Activity	Status No significant progress Some Slippage On track Completed	RAG ● ● ● ●	Notes
Caithness & Sutherland	On track	●	Further progress with current draft road improvement strategies.
Other Areas	On track	●	Further work to be carried out to consider additional suitable locations for local road improvement strategies.
South Loch Ness Road Improvement Strategy	On track	●	Existing strategy document is currently under review to update current status. This will be used as a template document to guide the other draft and emerging local road improvement strategies.
Review and approval of Draft Project Initiation Document (PID) by the Project Manager and Sponsor.	Completed	●	Approved

Production of Risk Register	Completed	●	Completed
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A8.6 Key Issues, Risks and Mitigation

Item Description	Category (Risk or Issue)	Status (29 Nov Update) (High, Medium or Low)	Status (28 Feb 22) (High, Medium or Low)	Mitigation (Please provide some narrative on what action is being taken to mitigate any Risks or address Issues)
Staff availability and team resource to engage with team members to progress with developing local road improvement strategies	Risk	Medium	Medium	Liaise with team members to ensure collaborative approach.

A8.7 Planned Activity in the next Reporting Period (1 April 22 – 30 June 22)

Activity Name/description	Target Date	Notes
Caithness & Sutherland	30 June 22	Further progress with current draft road improvement strategies with assessments of routes to identify mitigation programmed.
Other Areas	30 June 22	Further work and consultation to be carried out to consider additional suitable locations for local road improvement strategies.
South Loch Ness Road Improvement Strategy	30 June 22	Existing strategy document is currently under review to update current status. This will be used as a template document to guide the other draft and emerging local road improvement strategies.

A8.8 **Benefits Update (Cashable and Non-cashable)**

Benefit description	Status No significant progress Some Slippage On track Completed	RAG ● ● ● ●	Notes
Enable revenue and capital budgets to be re-directed elsewhere within the local strategy areas as Strategy delivered works will offset maintenance intervention costs and allow for maintenance pressures and associated costs to be pushed into future years.	On track	●	Benefit will be realised when Strategy delivered work is carried out.

A8.9 School Transport Review

School Transport contract costs are increasing due to the economic impact of Covid-19 and forthcoming secondary legislation under the Transport (Scotland) Act 2019 is expected to increase the scope for in-house operation. An external review of our home to school transport system will assess the efficiency and effectiveness of it and recommend areas for change.

A8.10 Activity undertaken this Reporting Period (1 December 21 – 31 March 22)

Activity	Status No significant progress Some Slippage On track Completed	RAG ● ● ● ●	Notes
Consultant's review of school transport	Completed	●	Consultant's report completed, to be presented to February 2022 E&I Committee.
School Transport retender process	Some Slippage	●	Split into phase 1 and phase 2. Phase 1 – tender September 2021 (large buses, Lochaber & Skye) – Tender assessment for Lochaber completed with contracts awarded. Skye tender assessment ongoing, awards expected by mid-February 2022. Slippage due to having to retender some Skye contracts. Phase 2 – tender Spring 2022 (rest of Highlands)
Selection of routes for innovative approaches applying consultant's recommendations	Some Slippage	●	In progress towards spring 2022 tender invitations. Detailed advice on legal and operational considerations (not route-specific) received from consultant.
Revise and update Conditions of Contract	Some Slippage	●	Recommendations received from consultant. Joint working with Procurement ongoing.
Complete specifications for retender, including alternatives	On track	●	Phase 2 contact specifications being updated using feedback from Phase 1 tender process and review of routes.

A8.11 Key Issues, Risks and Mitigation







Item Description	Category (Risk or Issue)	Status (29 Nov Update) (High, Medium or Low)	Status (28 Feb 22) (High, Medium or Low)	Mitigation (Please provide some narrative on what action is being taken to mitigate any Risks or address Issues)
Delivery of the financial elements of the project as a result of the on-going pressures on the public transport sector as a result of the pandemic	Risk	High	High	Very significant increases in tender prices received. No award for some contracts under DPS mini competition; retender of some Skye routes currently in evaluation phase. Contract awards in Lochaber completed. A full report on the School Transport project is the subject of a separate agenda item at today's (28 Feb 22) RITB
Timescale to Implement consultant's recommendations	Issue	Medium	Medium	<p>No single solution – range of options with potential to reduce costs. Innovative approaches will require analysis, consultation, community involvement and new processes.</p> <p>Further bid to Transformation Fund may be required to support delivery of this work.</p> <p>Consultant's final</p>

				report to be presented to E&I committee Feb 2022, subsequent report on implementation of recommendations to be presented to E&I committee in August 2022.
School Transport retender process	Issue	New	Medium	Retender of some Skye routes as described above. No impact expected on the timescale for Phase 2 of the process, but experience gained will inform Phase 2.
Selection of routes for innovative approaches applying consultant's recommendations	Risk	New	Low	Original completion target of 31 January not met due to other workloads, but still on course for completion before tenders are invited.
Revise and update Conditions of Contract	Issue	New	Medium	More extensive comments received from consultant than anticipated – requires time to work through,

A8.12 Planned Activity in the next Reporting Period (1 April 22 – 30 June 22)

Activity Name/description	Target Date	Notes
Tender invitations and returns	April – May 2022	Tenders for rest of Highland to be issued with approx. 6 weeks for suppliers to complete and return.
Tender evaluation	June – July 2022	Analysis of tenders received, and preparation of report for August Committee.

A8.13 **Benefits Update (Cashable and Non-cashable)**

Benefit description	Status No significant progress Some Slippage On track Completed	RAG    	Notes
Reduction in contract costs	No significant progress		Increased costs for Lochaber and Skye (as described under Risks). Options now received for alternatives for future tenders – cost avoidance measures where they can be applied but not yet able to quantify. To be commenced FY 2022/23.
Improvements to contract operation	Some Slippage		As reported to E&I on 02 Feb 2022 the consultant's report recommends some improvements to service specification and quality, especially regarding Additional Support Needs transport. (Non-cashable.) Review with current contractors alongside update of Conditions of Contract.

A9 **Appendix 9 - Procurement & Contracts Management
Sponsor – ECO Resources & Finance.**

A9.1 This project aims to deliver efficiency in both procurement and contract management. The Council spends in excess of £380M per annum on non-staff costs; this is higher than the total spent on staff costs.

A9.2 **Activities Undertaken this reporting period (1 December 21 - 31 March 22)**

Activity Name/description	Status No significant progress Some Slippage On track Completed	RAG ● ● ● ●	Notes
Contracts register analysis £50k and above	On track	●	Identifying off contact spend by segment of needs, match to existing agreements and agree action plan to move/ create new contract with improved commercial arrangements
Contracts register analysis £10k to £50k	On track	●	Identifying off contact spend by segment of needs, match to existing agreements and agree action plan to move/ create new contract with improved commercial arrangements
Issue consultation survey	On track	●	A survey has been issued during January 2022 to all DPA's, Heads of service and Executive Leadership Team with the main purpose being to gain information on areas of improvement, raise awareness of the website and to set in place an opportunity for general feedback
Review Council Standing Orders	On track	●	Standing Orders now under review to include updates on latest developments and needs to reflect these changes. Target is to take revised Standing Orders to Corporate Resource Committee in June 22.
Attend Service meetings – improve visibility	On track	●	Over half of the Services already had introduction meeting with the remainder being held until end of February

Contract Ownership toolkit roll out	On track	●	Pilot toolkit completing end of January 2022 and used to develop increased contract management and savings generation from Feb 2022.
Issue Contracts Register	On track	●	Issue updated Contracts Register to Services by end February 2022.
Contract Register (Options appraisal)	Some Slippage	●	Business case/Options appraisal developed for <i>future</i> (new) Contract Register i.e., Develop in-house/Invest in system – Date to be amended for completion into next reporting period Apr - Jun

A9.3 Key Risks and Mitigation

Item Description	Category (Risk or Issue)	Status (29 Nov Update) (High, Medium or Low)	Status (28 Feb 22) (High, Medium or Low)	Mitigation (Please provide some narrative on what action is being taken to mitigate any Risks or address Issues)
Non-alignment of Procurement & Council Strategies	Risk	Medium	Medium	Should this occur, the identified risk will be considered within the context of the broader impacts for the Council and Shared Service. Issues will be resolved at Board level with escalation arrangements in place, if required.
Contracts Register options appraisal – Delay to development of options appraisal.	Issue	n/a	Low	Commence review of options once analysis of Contracts Register completed end of February 2022.

A9.4 **Planned Activity in the next Reporting Period (1 April 22 – 30 June 22)**

Activity	Target Date	Notes
Procurement Activity Planning	14 April 2022	Engagement with ECO's/HOS/Contract Managers to plan procurement activity for financial year 2022-23.
Contract Ownership Development	12 May 2022	Following pilot Contract Ownership toolkit, develop training materials for wider roll out across the organisation for key Strategic/Critical contracts.
Agree format of Procurement Compliance Reports	26 May 2022	Develop and consult on Procurement Compliance reports, refine following consultation with agreed format to be presented to ELT thereafter.
Contract Register Options Appraisal	30 June 2022	Business case/Options appraisal developed for future Contract Register i.e., Develop in-house/Invest in system – Originally planned to be concluded by end March.
Review of Governance and Guidance	30 June 2022	Work to commence on review of Contract Standing Orders, Approval routes for Procurement, Procurement Manual & Templates.

A9.5 **Benefits Update (Cashable and non-cashable)**

Benefit description	Status	RAG	Notes
	No significant progress Some Slippage On track Completed	● ● ● ●	
Savings target for 2021/22 (£450k)	On track	●	All on track and going through budget sign out.
Support identification of Savings Target for next financial year	On track	●	Sessions held in January with confirmation first week Feb on Service targets for budget savings (relating to non-staffing spend) for next financial year.